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ABSTRACT

Each year since 1994, the 52 community colleges in Illinois prepare priority statements detailing specific college objectives for the current fiscal year (FY). This report provides the third update of the colleges' statements, covering FY 1998. Brief statements, from one to four pages, are provided for the following colleges: Belleville Area College, Black Hawk College, the seven City Colleges of Chicago, Danville Area Community College, College of DuPage, Elgin Community College, William Rainey Harper College, Heartland Community College, Highland Community College, Illinois Central College, the four Illinois Eastern Community Colleges, Illinois Valley Community College, Joliet Junior College, Kankakee Community College, Kaskaskia College, Kishwaukee College, College of Lake County, Lake Land College, Lewis and Clark Community College, Lincoln Land Community College, John A. Logan College, McHenry County College, Metropolitan Community College, Moraine Valley Community College, Morton College, Oakton Community College, Parkland College, Prairie State College, Rend Lake College, Richland Community College, Rock Valley College, Carl Sandburg College, Sauk Valley Community College, Shawnee Community College, Southeastern Illinois College, South Suburban College, Spoon River College, Triton College, Waubonsee Community College, and John Wood Community College. (YKH)

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PRIORITIES STATEMENTS OF COMMUNITY COLLEGES

Illinois Community College Board

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JC 970 494

September 3, 1997

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COMMUNITY COLLEGE PRIORITY STATEMENTS
FISCAL YEAR 1998

BELLEVILLE AREA COLLEGE

Develop and Preserve the College's Physical Facilities

Construct new College facilities now funded under the July 1995 *Program Statement for Expansion* (RAMP).

Continue to reserve the needed local matching funds for the ICCB capital construction grant that funds the above construction.

Continue work on the long-range master plan for the maintenance, renovation, and repair of all College facilities (site planning processes); complete prior to FY 2000.

Resubmit a RAMP request for renovation funds for the Belleville and Red Bud Campuses projects to complement new CDB construction scheduled to begin in Spring of 1998.

Consider development of a RAMP request for the construction of a visual and performing arts center that is consistent with Phase II of the Master Site Plan for Belleville Campus.

Acquire and Implement New Instructional, Program, and Office Technology

Identify, purchase, and install the technology needs previously identified under the Title III grant and through the technology grant.

Use the newly-installed SIS software to enhance student access to data and to facilitate elements of computer-assisted student self-advising in FY 1998.

Continue and strengthen the in-house plan of technology training for faculty and staff initiated in FY 1996.

Strengthen and Diversify the College's Human Resources

Continue the institutional commitment to workforce diversity by developing and expanding the pool of under-represented groups from which College employees are selected.

Increase the number of full-time faculty to assure continued instructional quality and move toward a lower ratio of part to full-time non-faculty staff.

Determine if the design and implementation of staff development programs establishing in-house career ladders that recognize employee self-improvement and continuing education should be a continuing priority of the College.

Secure Financial Stability Sufficient to Allow the College to Accomplish its Mission

Combine the previously prioritized prospective studies on institutional resources and institutional quality into an omnibus study; integrate concerns identified by the new president and his or her staff; initiate study in FY 1998.

In conjunction with faculty, administration, and the BAC Foundation, continue to develop an awareness and interest in increasing the level of external funding from gifts and grants, including a case statement for support; develop an action plan for FY 1998.

Improve Processes for Accountability, Assessment, Evaluation, and Planning

Continue to invest in the personnel needed to develop baseline data and to sustain data that are sufficient to assure compliance with student outcomes-based NCA, state, and federal accountability mandates.

Facilitate faculty research into new academic programs; identify and acquire needed supporting services and other resources.

Systemize and improve the programs supporting student success (as defined by the attainment of both student goals and College mission); establish methods documenting program outcomes—continuing in FY 1998.

Develop Partnerships That Enhance Regional Service and Educational Opportunities

Provide public and community services which address area needs, securing external funds as appropriate.

Continue leadership of the local Education-to-Careers initiative; work with partners to operationalize the local plan during FY 1998.

Strengthen partnerships with local governments and state agencies by continuing to support educational opportunities through the IETC and satellites.

Beginning in the spring of 1996, the Long Range Planning Committee reviewed the College's vision, mission, organizational goals and strategies over a 10 month period. They developed an updated strategic plan and presented it to the entire College community through a series of town meetings. The committee used the recommendations of town meeting participants to revise the plan. Then the committee submitted the plan to the Board of Trustees for approval. The text of the approved 1997-1999 Black Hawk College Strategic Plan: Vision 2000 is as follows:

Vision Statement

Achieving recognized excellence in education, service, and leadership within a changing world.

Mission Statement

Black Hawk College, a comprehensive community college, enriches the community with lifelong educational experiences, develops a globally competitive workforce, prepares students for successful transfer to four-year colleges, and provides revitalizing leadership in economic development and community services.

Quality Teaching and Learning — Black Hawk College provides continuously improving educational programs and services that ensure student success. Strategies:

- BHC responds to students who desire the first two years of baccalaureate and pre-professional programs with continuously improving educational opportunities in liberal arts and sciences and general education.
- BHC responds to students who desire preparation for the workforce with 21st century skills by providing continuously improving educational opportunities in occupational, vocational, and technical programs.
- BHC meets the needs of transitional students through such programs as Adult Basic Education, Adult Continuing Education, Developmental Education, Workforce Development, and English as a Second Language programs.
- BHC prepares students to manage their careers.
- BHC demonstrates inclusion of teaching methods that meet the needs of students with various learner characteristics.
- BHC provides leadership to increase baccalaureate completion opportunities in the district.
- BHC creates a synergistic relationship between the academic curriculum and WQPT.

Student Access, Involvement and Support for Success—Black Hawk College creates a community that attracts, enrolls, and retains to completion all individuals who can benefit from college programs and services. Strategies:

- BHC raises learner aspirations.
- BHC increases enrollments across educational programs.
- BHC will become the college of choice in the district for high school seniors, adult students, senior citizens, second language learners and employers.
- BHC works within the district to increase high school graduation rates and post-secondary ambitions.
- BHC creates learning communities that encourage independence, support student success, and increase retention.
- BHC provides a wide variety of services and opportunities that develop students' potentials.
- BHC delivers instruction. with a flexible schedule through a variety of education delivery systems that address the needs of the diverse student population.
- BHC provides educational experiences to help transitional students access post-secondary education and/or employment opportunities.

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Diversify—Black Hawk College promotes an understanding and appreciation of differences within the human family. Strategies:

- BHC demonstrates inclusion of persons independent of gender, race, religion, age, national origin, sexual orientation, and physical ability.
- BHC increases enrollment, retention, completion and/or graduation rates of minorities.
- BHC increases enrollment, retention, completion and/or graduation rates of students with special needs.

International Awareness—Black Hawk College is a catalyst for global citizenship. Strategies:

- BHC is recognized as the center for international impact in the district.
- BHC sites are internationalized so that a visit to every college location raises global awareness.

Resource Optimization (human, physical, and fiscal resources)—Black Hawk College acquires and manages the resources to achieve the college vision. Strategies:

- BHC allocates resources in accord with the college mission, goals and objectives.
- BHC assists the employee community to become an active partner in decisions regarding resource allocation.
- BHC develops sources of revenue beyond student fees and taxes.
- BHC continually builds employees' capacities as they take responsibility for their own professional development.
- BHC maintains and upgrades its facilities to accommodate students and the learning process.
- BHC raises the quality of its facilities to provide the best facilities and grounds of all area colleges.

Technology Integration—Black Hawk College integrates technology for the improvement of college systems. Strategies:

- BHC is a leader in technological change and innovation supporting the learning process.
- BHC uses technology to strengthen institutional systems.

Institutional Awareness and Communication—Black Hawk College ethically communicates both internally and externally the scope, quality, and value of its opportunities. Strategies:

- BHC develops a process for promoting a customer-focused marketing plan which is aligned with the college mission, goals and action-plans.
- BHC ensures that all employees are knowledgeable of the vast array of services offered and successes achieved.
- BHC ensures that all district residents are knowledgeable of the vast array of services offered and successes achieved.
- BHC develops its strategic plan utilizing a collaborative process.

Institutional Excellence—Black Hawk College uses a systems approach which places emphasis on interrelationships between and among units and the enhancement of the whole rather than of its parts; and where people identify with and take responsibility for the purposes of the whole organization. Strategies:

- BHC offices and departments provide fast, flexible, friendly, and professional service to internal and external customers.
- BHC develops administrative systems that improve the conduct of college business.
- BHC creates a climate of continuous quality improvement.
- BHC builds a learning organization responsive to customer and community needs through quality education and training partnerships, service and leadership for the 21st century.
- BHC uses the results of outcomes assessment based on data collection to improve college processes

- and services to ensure public accountability. Benchmarking, data collection, and data dissemination will be centralized, routine, and will be incorporated into decision making
- BHC serves as a model for the community and other community colleges in providing a workplace that promotes collaboration and respect.

Community Building—Black Hawk College strengthens the leadership capacity of the college and the communities it serves. Strategies:

- BHC is the primary source of leadership development with an emphasis on "service" leadership.
- BHC encourages active citizenship and prepares students for service in a global economy.
- BHC provides a leadership role in educating the community for issues related to social, educational and workforce development relating to its mission.
- BHC develops synergistic internal collaborations and external partnerships to expand and/or enhance the college mission.

Economic Development—Black Hawk College adds value to the community through training, partnerships, and services. Strategies:

- BHC will become the leader and preferred provide for corporate and community training in the region.
- BHC provides educational experiences that incorporate the service industry needs of the economy.
- BHC implements new Continuing Professional Education programs that increase community partnerships.

Richard J. Daley College will:

- Create a campus environment that is conducive to student learning
- Establish and maintain a customer (student) focus
- Improve internal and external communication
- Implement new technology innovations on a college-wide basis
- Increase and improve articulation of courses and programs
- Prepare for the 1997 NCA monitoring report
- Begin west Side Technical Institute operations

Our priorities statements are as follows:

1. Improve Transfer Education
    - Implement a comprehensive assessment plan to facilitate successful student placement and achievement.
    - Establish procedures designed to explore and formalize articulation agreements with area colleges and universities.
    - Review current curriculum to ensure relevance to providing learners with useful academic and personal skills for success in the workplace.
2. Improve Workforce Preparation Programs which include Associate in Applied Science programs, Continuing Education, and the West Side Technical Institute.
    - Staff and initiate classes at the West Side Techrial Institute (WSTI).
    - Strengthen current workforce preparation programs and job placement, i.e., electronics, computer information systems, etc.
    - Explore the feasibility of adding new occupational programs, i.e., manufacturing support systems, computer-aided drafting, microcomputer support, etc.
    - Expand customized training and continuing education programs and services.
3. Improve Precollegiate/ALSP/Community Services Programs.
    - Increase the college's awareness of pre-collegiate programs.
    - Coordinate all pre-collegiate programs in order to facilitate the transition of students to credit and career programs.
    - Develop a College Prep Program which includes pre-credit and developmental courses.
4. Improve the College's teaching, learning, and working environment.
    - Create a campus environment that is conducive to student learning which is focused on communication, teamwork, quality, and positive working relationships.
    - Develop a college-wide plan for the use of technology which will integrate educational and administrative applications.

- Implement the staff development plan that provides training and an employee recognition program designed to enhance student success and institutional effectiveness.

5. Improve the interior and exterior areas of the campus to ensure that the college is safe, attractive, and supports student learning.

   - Participate in the long-range strategic planning process.

CITY COLLEGES OF CHICAGO - KENNEDY KING COLLEGE

Kennedy-King College continues to increase its capacity to effectively meet challenges and take advantage of opportunities. Over the last two years major internal and external strengths and challenges were identified, and effective responses have been framed and implemented. Problems have not been totally eradicated, but significant progress has been made.

The college has, in cooperation with a variety of government agencies, community based organizations and residents, aggressively intervened to combat blight and social conditions. The College in collaboration with leaders and grass roots community members continues efforts to establish a safe zone surrounding the four-block radius of the College.

There is improved involvement in and commitment to academic program improvement by faculty. Staff are involved in Total Quality Management (TQM) as an approach to improving service to students. New and veteran administrators have formed an effective and forward looking team committed to a new vision for Kennedy-King College.

The College must now meet the challenge of refining, and in some cases developing, systems for maintaining and strategically enhancing progress in enrollment, program quality and availability, community and employer relations, and student outcomes and other indicators of effectiveness. Guided by the identified challenges, a set of programmatic priorities were selected for Fiscal Year 1997.

Programmatic Priorities

Refine the implementation and assessment of general education goals, especially for transfer programs.

Successfully implement cooperative educational ventures with school and university partners, including the Dental Hygiene program with the University of Illinois at Chicago College of Dentistry and Project Excel with the Chicago Public Schools.

Begin laying the foundation for the addition of Broadcast Journalism to the Radio/TV Broadcasting curriculum.

Continue the integration ofDawson and Washburne programs into the Kennedy-King organization.

Expedite, with the support of the District administration, the relocation of Washburne programs out of the current facilities.

Work in collaboration with the District to improve documentation and improvement of institutional.

Refine the organization and delivery of student and academic support services, to improve student retention and success.

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CITY COLLEGES OF CHICAGO - MALCOLM X COLLEGE

Malcolm X College has identified the following priority statements for FY 97:

To ensure institutional effectiveness by maintaining a student-first philosophy, academic excellence, and cost-effective programs, Malcolm X College will:

1. Increase student recruitment and retention by providing improved marketing programs, articulation strategies, and enhanced academic, counseling, advising and other support services.
2. Provide maximum academic support services and classroom instruction through renovation of the Learning Resource Center (library, Dr. Betty Shabazz Study Hall [established in 1976], Academic Support Center) and replacement of necessary laboratory, educational supplies and equipment.
3. Continue to add state-of-the-art computer technology and provide training for students and staff.
4. Continue to allocate resources needed to complete the self-study process and prepare for the North Central Association (NCA) site visit, and program accreditation reviews.
5. Provide staff development activities/training to maintain a customer service oriented staff.
6. Expand the services and program offerings of the Charles R. Drew Center for Continuing Health Science Education.
7. Homecoming celebration/MXC Alumni Achievement Gala, seven day Kwaanza Festival, African-American History Month, Hispanic Heritage Month, Women's History Month and Malcolm X College birthday recognition.
8. Develop additional revenue streams to support College programs and activities while generating revenue to achieve programmatic priorities.

Transfer Education Goals

Goal 1 -To expand the liberal arts program in baccalaureate transfer course offerings.
Goal 2 -To continue the development of articulation agreements with four-year institutions offering nursing and health science programs.
Goal 3 -To promote the Transfer Guarantee Program to Chicago Public School students.

Workforce Preparation Goals

Goal 1 -To reaffirm our commitment to workforce preparation initiatives by increasing Career Program offerings.
Goal 2 -To develop and implement customized training programs in conjunction with local area health care systems and businesses to promote the College as a resource for upgrading job skills and furthering educational goals.
Goal 3 -To enhance our relationship with the companies that employ our graduates.
Goal 4 -To increase basic skills/vocational bridge activities.

Pre-Collegiate/ALSP/Community Service Goals

Goal 1 -To maintain pro-active collaborations with business professional and community organizations.
Goal 2 -To continue to provide and document in-kind services rendered to the community as a part of Malcolm X College's outreach efforts.
Goal 3 -To enhance the bridge program by transitioning eligible ALSP students to credit and vocational programs.
Goal 4 -To enhance the coordination and delivery of resources and programs to assure continued excellence in meeting the needs of our students and the community.

College Management Goals

Goal 1 -To develop and implement a plan for *state-of-the-art* technology.
Goal 2 To design, develop, implement and document all aspects of Academic Affairs activities through the use of *state-of-the-art* technology.
Goal 3 -To provide for participatory governance by all college constituencies while adhering to clear standards of accountability to students, to the College and to the community.
Goal 4 -To review and evaluate all employees and promote staff development training programs.
Goal 5 -To institute standards of performance for all Malcolm X College employees.

CITY COLLEGES OF CHICAGO - OLIVE HARVEY COLLEGE

During the FY '97 review process, the college looked at last year's priority statements in light of changes at the college and in the external environment. Also, all aspects of the college were examined to develop priority statements that would address increasing student access, retention, and graduation rates; improve the college's teaching, learning, and working environment; achieve excellence in education; promote service to the community; and preserve and develop the college's physical facilities. Following are this year's priorities and short-term objectives that emerged from this extensive review and evaluation.

1. **The college will identify, through the strategic planning process, its academic niche.**

   - Complete a strategic plan document.
   - Enhance the public image of the college through community partnerships, participation in community events and activities, marketing and public relation campaigns.

2. **The college will measure its effectiveness through course, program, and institutional assessment and student outcome measures.**

   - Conduct exit testing and assessment measures that define standards of student placement in and transition from one course level to another.
   - Track progress/outcomes of students using academic tutorial support services to determine GPA difference resulting from student use.
   - Develop a series of competency review courses in English, reading, and mathematics for high school/GED completers testing below industry standards.

   - Establish a cooperative work experience program within the department of Continuing Education that provides testing, job skills' orientation, and a career exploration class.
   - Track the academic progress of students enrolled in Tech Prep and Project Excel.
   - Conduct workshops to instruct faculty in the use of institutional effectiveness core indicators for evaluating student outcomes.
   - Implement the NCA approved assessment plans.

3. **The college will increase student completion rates.**

   - Improve the academic advisement for students seeking transfer to four-year institutions.
   - Increase, by 50%, the number of transfer students who complete their associate's degree at Olive Harvey College prior to transfer.
   - To advise and program 100% of new-to-credit students on the required courses in their stated curriculum for the completion of an associate's degree.
   - Increase the retention rates, by 10%, of students enrolled in all credit courses.
   - Develop a "Smart" classroom.
   - Pilot the new First-year Experience Course.
   - Evaluate the predictive validity of ALSP placement tests.

- Evaluate the predictive validity of ALSP placement tests.
- Increase student support services for the Adult Learning Skills Program.

4. **The college will increase the transition rates of GED students to college credit through its Bridge program.**

    - Increase the transition rate of GED students into the credit program by 50%, through the Bridge program.
    - Develop articulation links between ALSP and College Credit.
    - Establish a steering committee to provide direction and leadership for the Bridge program.
    - Increase the number of GED graduates by 30%.

5. **The college will ensure that its education core course offerings are articulated with universities and colleges within the state.**

    - Continue to develop additional collaborative partnerships with senior institutions to establish articulated, seamless transfer education programs.

6. **The college will strengthen collaborations with the Chicago Public School system through Tech Prep, Project Excel, Pathways, and school-to-work initiatives.**

    - Implement established articulation agreements with high schools involved in the Tech Prep, Project Excel, and Pathway programs.
    - Establish career/occupational programs through Tech Prep and Project Excel with a minimum of fifteen secondary schools.

7. **The college will provide education and skills training for the local workforce and develop partnerships to stimulate the economic development of the community.**

    - Form partnerships with community agencies to develop programs of instruction that meet their educational needs.
    - Establish linkages with local businesses to provide on-the-job training for students enrolled in career/occupational programs.
    - Acquire outside funding to hire staff to coordinate economic development, workforce preparation, and customized training projects.
    - Expand and improve the automobile technology program.
    - Develop ten new customized training programs to respond to employment needs of business and industry.
    - Ensure that each career/occupational curriculum meets industry standards through advisory committee review.

8. **The college will increase by 10% its current enrollment through comprehensive retention and recruitment programs.**

    - Develop strategic plans to increase the number of students enrolling in the college credit program by 10%.
    - Increase enrollment in Continuing Education programs by 15%.
    - Establish a Continuing Education and Occupational Scholarship Fund for nontraditional students.
    - Develop strategic plans to increase enrollment in ALSP by 100%.
    - Increase the enrollment of public assistant students in the ALSP program by 50%.
    - Increase the number of ALSP off-campus sites by 100%.

- Promote the Adult Learning Skills Program by participating in 35 community events and activities.
- Increase telephone registrations (STARS) by 50% for Fall 1997 and by 50% for spring 1998.
- Improve the efficiency, and student satisfaction with the registration and readmissions process.
- Develop a broad-based retention plan.
- Develop and carry out student recognition and appreciation activities throughout the school year.

9. **The college will increase staff productivity, efficiency of data analysis, and enhance campus communications, operations, and management through campus-wide information technology and staff development.**

    - Train faculty and academic support staff on the use of instructional technology in the classroom.
    - Increase, by 50%, ALSP faculty development activities.
    - Establish Internet access for all students and faculty.
    - Expand the use of telecommunications medium by 25% through Continuing Education and additional college credit class offerings.
    - Conduct faculty seminars that provide a forum for sharing successful instructional techniques.
    - Conduct in-service programs to provide faculty, lectures, and Adult Educators with innovative teaching techniques and retention strategies. .
    - Initiate random review of financial aid files for Title IV compliance.
    - Implement electronic processing of financial aid applications.
    - Develop an improved student book voucher delivery system.
    - Improve human resource performance through staff training of the redesigned financial management and student information systems.

10. **The college will promote cultural diversity between students and staff.**

    - Promote and educate faculty, staff and students on the cultural diversity of the college through multicultural activities and events.

11. **The college will update its instructional laboratories to provide a state-of-the-art academic environment.**

    - Monitor facility maintenance and development through the implementation of the building inspection report on capital improvements.
    - Complete renovations and equipment upgrades in CIS, OIS, Chemistry, Biology NovaNet and CLEAR laboratories, and administrative and support services areas.

CITY COLLEGES OF CHICAGO - HARRY S TRUMAN COLLEGE

Fifty-one (51) objectives comprise the four major categorical priorities for 1997, as determined at the district level: transfer education; workforce preparation; pre-collegiate/ALSP/community service; and college management. Of the 51 objectives, 25 are related to college management, 10 each to pre-collegiate/ALSP/community service, and Workforce Preparation, 6 for transfer education.

The following are highlights ofTruman's Annual Educational Plan for Fiscal Year 1996-1997.

Transfer Education

1. Improve student performance on exit tests by instituting a three-hour exit test examination period for all students in writing courses in ESL and English (except 102).
2. Improve student success in English 101-102 by reexamining curricula in these courses and all feeder courses in English and ESL.
3. Initiate a research study to evaluate the effects of Writing Across the Curriculum Center (WAC) services on student academic performance and retention.

Workforce Preparation

1. To comply with Illinois Objective C-5 of the School-to-Work Opportunities Act, develop and provide job placement services that are responsive to specific student needs.
2. Provide comprehensive support service programs to 500 single teen parents and adult single parents that assists students to make transition from welfare to work.
3. Establish a third daytime Automotive Mechanics class by September 30, 1997.
4. Develop a curriculum for a Career Internship Educational/Workforce Preparation program.
5. In compliance with Illinois Educational-to-Career Learner Goal One, provide opportunity for all learners to receive career guidance, labor market information, and counseling.
6. Restructure curriculum in the Health Information Technology (HIT) program to include medical billing courses and an outpatient coding course.

Pre-Collegiate/ALSP/Community Service

1. Implement a summer program for high school students to introduce them to biotechnology techniques.
2. Implement two in-service workshops for all adult educators to familiarize them with the strands and objectives of the new curriculum.
3. Implement a staff development program to inform faculty and staff of changes in financial aid procedures.

College Management

1. Submit ten proposals to public and private organizations to support new program development and student, faculty, and staff development.
2. Provide special activities for the professional development of tenure track faculty.
3. Initiate workshops to train faculty in Writing Across the Curriculum methods.
4. Create and distribute a faculty handbook for part-time Adult Vocational Lecturers (training specialists).
5. Implement new Academic Integrity Policy.
6. Expand outreach to Chicago Public School teachers needing to complete state certification requirements through the development of a CPS teacher cohort and specific courses to meet the criteria.
7. Initiate the North Central Association (NCA) Self-Study process.
8. Facilitate the analysis and synthesis of internal and external data to collect the information necessary to prepare a strategic plan.

CITY COLLEGES OF CHICAGO - HAROLD WASHINGTON COLLEGE

The FY 1998 Strategies Plan for Harold Washington College documents an institution wide effort of faculty, administration, professional and clerical staff, and students to set priorities for the institution and develop objectives and goals that link to the mission of the college, the Chancellor's goals for the district and to the budget. The three-year plan and the FY 1997 Annual Plan follow.

Harold Washington College will be facing many challenges in fiscal year 1998. One of the College's main priorities will be the completion the HWC Self-Study Report in preparation for the NCA visitation scheduled for FY 1999. The College must also continue implementing the NCA-mandated student assessment plan as well as developing new methods of documenting its high standards in teaching and learning, student transfer, and job placement.

To combat declines in enrollment, HWC has placed special emphasis on accessing new student populations and retaining students currently enrolled. Part of this effort includes increasing the number of incoming freshmen recruited from Chicago Public High Schools and expanding business and industry partnerships. The College is also committed to replacing retiring full-time credit faculty where feasible. Other initiatives include the implementation of the Space Facilities Master Plan by rehabilitating the vertical transportation system and completing network wiring of building. In addition, HWC will continue to model and implement new and existing distance reaming technologies.

The following are the HWC goals for FY 1998:

In keeping with the spirit, philosophy and purpose set forth in the College mission statement and on behalf of Harold Washington College students, faculty, staff and administration, the Strategic Planning Committee presents Harold Washington College's institutional goals for fiscal year 1998:

I. Complete and submit the 1998 Self Study Report to NCA and disseminate it throughout the HWC community.
II. Implement the college-wide assessment program as accepted by NCA.
III. Begin implementing the Space Facilities Master Plan.
IV. Continue to upgrade the instructional, technological and operational resources of the college.
V. Increase the college's visibility in the Loop's cultural, business and civic communities.
VI. Establish an on-going faculty and staff development program including department unit level initiatives.
VIII. Increase enrollment in the credit division by enhancing retention and through active recruitment and partnerships, with special attention to Chicago public high schools.

Harold Washington College's strategy for achieving its goals as well as the Chancellor's priorities is best exemplified by the work of the following committees and departments whose broad based participation has validated this document: The Strategic Planning Committee, The Budget Committee, The Space and Facilities Committee, The NCA Steering Committee, The NCA Assessment Committee, Faculty Council, The Workforce Preparation Committee and all HWC academic and administrative departments.

Planning Assumptions

1. With the current unforeseen cuts, our portion of funding from local property taxes has decreased.
2. We expect to maintain at least current levels of enrollment in spite of the continued decline in the number of graduating high school seniors and the relatively healthy economy and its traditional inverse effect on community college enrollment.
3. Access to public and private revenue will become more competitive. This will result in expectations of improved quality, new initiatives, and evidence of accountability linked to higher performance standards.
4. Full implementation of the HWC Student Success Center will enhance student transfer to senior institutions and job placement opportunities. Additional information on reverse transfer and private school transfer will be needed.
5. Demand for in-service and pre-employment training by both the private and public sectors will increase.
6. Enrollment of students directly from Chicago Public High Schools will increase as a direct result of Project Excel, the Chancellor's Project Access Chicago, and also as an outcome of the aggressive recruitment and retention strategies initiated by student services and other departments.
7. Full-time faculty will continue to retire at an average rate of ten per year and will be replaced where feasible.
8. The College will continue to make use of the latest in advanced teaching technologie

9. The College will continue to seek new ways to be responsive to the need for faculty and staff development, particularly in the application of new technologies to teaching and learning.
10. Demands by external and internal agencies for accountability measures will increase and create more assessment requirements for the college.

Programmatic Priorities

1. Continue to implement the NCA-mandated student assessment plan and complete with HWC Self-Study Report in preparation for the NCA visitation scheduled for FY 1998 and to address accountability measures.
2. Document high standards in teaching and learning by utilizing CCC Institutional Effectiveness Indicators, ICCB Program Review Criteria, and the HWC Assessment Plan.
3. Begin implementation of the Space Facilities Master Plan by rehabilitating the vertical transportation system and completing network wiring of building.
4. Access new student populations and retain students currently enrolled.
5. Wherever feasible, replace retiring full-time credit faulty.
6. Increase the number of incoming freshmen recruited from the Chicago Public High Schools.
7. Establish a student transfer and job placement monitoring system.
8. Continue to model and implement new and existing distance learning technologies.
9. Expand business and industry partnerships.

HAROLD WASHINGTON COLLEGE
THREE YEAR PLAN: FY98, FY99, and FY2000

1.0 Transfer Education

Implement common standards for the transfer program and increase transfer/articulation to four-year colleges and universities

Goal 1.1: Complete and submit HWC Self Study report to NCA and obtain 10-year re-certification
Goal 1.2: Continue implementing the program to assess student academic achievement as approved by NCA
Goal 1.3: Continue to strengthen the quality and range of student services

2.0 Workforce Preparation

Implement a city-wide workforce preparation initiative with private and public sector employees so that the City Colleges becomes recognized as a first source trainer for Chicago businesses and citizens

Goal 2.1: Develop new partnerships and strengthen existing partnerships with businesses and agencies
Goal 2.2: Expand training opportunities responsive to the needs of the private, public, and non-profit sectors of Chicago
Goal 2.3: Increase enrollment in HWC's beacon School-to-Work programs
Goal 2.4: Expand and improve the College's job placement services to include cooperative education, internships, and job shadowing experience for students

3 . 0 Pre-collegiate/ALSP/Community Service

Increase student progress in adult education programs and GED attainment rates

Goal 3.1: Expand pre-credit program
Goal 3.2: Continue to increase the number and variety of college sponsored civic and cultural events available to Loop residents and workers

4.0 College Management

Increase the overall effectiveness and efficiency of the colleges through the competent management of administrative procedures and services, as well as the human, financial and physical resources of the college

Goal 4.1: Foster governance that promotes shared responsibilities throughout the college and accountability to our students
Goal 4.2: Promote collegiality, communication, and cooperation
Goal 4.3: Continue to refine the strategic planning & budgeting processes
Goal 4.4: Develop and implement a faculty and staff development program designed to improve student services and strengthen teaching and learning
Goal 4.5: Continue implementation of the Space Facilities Master Plan

Harold Washington College
FY98 Annual Plan Objectives

1.0 Transfer Education

Implement common standards for the transfer program and increase transfer/articulation to four-year colleges and universities

1. 1 Outreach

Objective 1 .1.1 : The Department is currently working with Mr. Cahill, President of the CCC Foundation, to develop a program supported by outside funding which would help recruit students in the areas of science, engineering and math.
Responsibility: Chair, Physical Science Department
Evaluation Measure: Recruitment program developed.
Start Date: 7/1/97, Completion Date: 6/30/98, HWC Goal #:7

Objective 1.1.2: To strengthen the relationship between HWC and CPS by implementing a plan whereby recruiters will work directly with HWC administrators for the purpose of making at least one joint presentation at an assigned school. Responsibility: Dean, Student Services
Evaluation Measure: At least 25 joint presentations will be conducted, followed by a written survey for HS counselors to evaluate the effectiveness of all recruitment efforts.
Start Date: 7/1/97, Completion Date: 6/30/98, HWC Goal #: 7

Objective 1.1.3: Recruit more students from high schools and C.O.'s by holding two workshops to train recruiters to explain the basics of financial aid and answer the most commonly asked questions. Responsibility: Dean, Student Services Evaluation Measure: Two workshops will be held. Start Date: 7/1/97 Completion Date: 6/30/98, HWC Goal #: 7

1.2 Access

Objective 1.2.1: Two Open House events for high school special population students will be conducted. Both Open House events **will have three separate** sessions throughout the day, so that a total of 6 separate high school groups can be served. The events will be planned according to recommendations from the Transition Planning Committee.
Responsibility: Director, Special Needs Center
Evaluation Measure: Two Open House events aimed at special populations students will be conducted serving 6 separate high schools.
Start Date: 9/30/97, Completion Date: 5/15/98, HWC Goal #: 7

Objective 1.3.5: To enhance retention by ensuring that 100% of HWC student in English classes have met pre-requisites by prior course or placement test. Responsibility: Chair, English Evaluation Measure: Establish baseline measure at end of spring 1997 term, percent of students in English 100,101, 102 who earned a C or better in the prior course, who were placed by placement test, or other method, and compare with Spring 1998 student placement and grades.
Start Date: 7/1/97, Completion Date: 6/30/97, HWC Goal #: 7

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1.4 Student Services

Objective 1.4.1: Develop a newsletter for dissemination to students, once per month for nine months (Sept. - May) to make students more aware of the services provided and extra curricular activities.
Responsibility: Chair: Student Services
Evaluation Measure: Monthly Student services newsletter will be made available and copies retained in the library
Start Date: 7/1/97, Completion Date: 6/30/98, HWC Goal #:6

1.5 Monitoring Student Progress/Outcomes

Objective 1.5.1: A continuing student goal attainment questionnaire should have been developed prior to FY98. We will revise, improve and administer this questionnaire each semester to all CIS majors.
Responsibility: Chair, CIS
Evaluation Measure: At least 50% of CIS majors enrolled fall 1997 and spring 1998 will complete the questionnaire.
Start Date: 7/1/97, Completion Date: 6/30/98, HWC Goal #:2

Objective 1.5.2: The department will continue its process of assessing courses as outlined in the HWC Assessment Plan Responsibility: Chair, Physical Science Dept. Evaluation Measure: The results of the departmental assessment activities will be described in a report given to all department members and HWC Assessment Committee.
Start Date: 7/1/97, Completion Date: 6/30/98, HWC Goal #:2

Objective 1.6.2: Conduct at least one ccMail training class per quarter in Faculty Lab. Responsibility: Asst. Dean, Office of Information Technology Evaluation Measure: At least 4 training classes held. Maintain record of class date and roster of students
Start Date: 7/1/97, Completion Date: 6/30/98, HWC Goal #:6

1.7 Public/Community Image

Objective 1.7.1: Publication of a Social Science Anthology of outstanding student papers selected by the executive committee of the Social Science Department.
Responsibility: Chair, Social Science
Evaluation Measure: 100 copies of the Social Science Anthology will be published
Start Date: 9/2/97, Completion Date: 4/30/98, HWC Goal #: 2

Objective 1.7.2: Create two brochures, one for Foreign Language and the other for ESL, which will be distributed to Chicago high schools, public libraries, community centers, embassies, etc.
Responsibility: Dean, FL/ESL
Evaluation Measure: Brochure created, printed and disseminated to at least 10 sites. Perforated tear-off sheets and phone responses will enable the department to track impact.
Start Date: 8/1/97, Completion Date: 6/30/98, HWC Goal #: 7

2.0 Workforce Preparation Implement a city-wide workforce preparation initiative with private and public sector employees so that the City Colleges becomes recognized as a first source trainer for Chicago Businesses and citizens.

2.1 Outreach

Objective 2.1.1: To increase the number of companies utilizing customized corporate training by 100% over fiscal year 1997
Responsibility: Director, Business and Economic Development
Evaluation Measure: Compare the number of companies working with HWC in corporate training programs in FY98 with those in FY97 (baseline for FY97 = 8 organizations). Other measures could include: comparison of the number of individuals receiving training and billing amounts.
Start Date: 7/1/97, Completion Date: 6/30/98, HWC Goal #: 5

Objective 2.6.2: In conjunction with the six other Business departments in CCC, hold two workshops for Business faculty to deal with the revisions in Business curricula. These workshops would be arranged by the CCC Business Chairs and would have as their focus implementation of new Business Curriculum and advising for M and MS students under revised programs.
Responsibility: Department of Business
Evaluation Measure: Two workshops will be held, attended by all HWC Business faculty.
Start Date: 9\01\97, Completion Date: 4\30\98, HWC Goal #: 6

2.7 Public/Community Image
Objective 2.7.1: Recruit and provide orientation for ten new members of the HWC President's Advisory Council
Responsibility: V.P. International and Non-Traditional Programs
Evaluation Measure: Ten additional members of the President's Advisory Council will be recruited, oriented and will have attended their first meeting
Start Date: 7/1/97, Completion Date: 3/1198, HWC Goal #:4

3.0 Pre-Collegiate/ALSP/Community Service
Increase student progress in adult ed. programs and GED attainment rates.

3.1 Outreach
Objective 3.1.1: The Center for Open Learning will implement new recruitment strategies to market distance reaming courses to new and resuming students. (Strategies will include the development and distribution of brochures, newsletters, and other materials relevant to distance learners.)
Responsibility: Asst. Dean, Center for Open Learning
Evaluation Measure: Increase enrollment in media-based courses by 10% (fa9baseline=2848).
Start Date: 7/1/97, Completion Date: 5/31/98, HWC Goal #: 7

3.3 Testing and Placement
Objective 3.3.1: To modify ESL Level VI Advanced Composition & Grammar (135-0100) and ESL Level IV Intermediate Reading (137-0098) to reflect weaknesses in teaching emphasis identified by the exit essay given in Spring 1997 and reading test given in Fall 1997.
Responsibility: Chair, FL/ESL Department
Evaluation Measure: Results of exit essays and reading test are studied and changes made in teaching 135-0100 and 137-0098
Start Date: 7/1/97, Completion Date: 6/30/98, HWC Goal #:2

3.5 Monitoring Student Progress/Outcomes

3.7 Public/Community Image
*Objective 3.7.1: To establish a uniform and consistent marketing image for Public Agency & Special Programs that enhances the unit's visibility with new and existing partnership agencies located primarily in the Chicago Loop area
Responsibility: Dean, Public Agency & Special Programs
Evaluation Measure: To design and develop a brochure which outlines the various programs and services provided by Public Agency & Special Programs that promotes the HWC mission.
Start Date: 7/1/97, Completion Date: 6/30/98, HWC Goal #: 5

4.0 College Management
Increase the overall effectiveness and efficiency of the colleges through the competent management of administrative procedures and services, as well as the human, financial and physical resources of the college.

4.1 Maintaining Enrollment
*Objective 4.1.1 : To improve the data input procedures for Foster Parent Programs in the areas of

participant registration and notification as a primary method of increasing the average class size. Including a mailing schedule that will be developed and implemented for each 8 week cycle to assure timely mailings to participants.
Responsibility: Dean, Public Agency and Special Programs
Evaluation Measure: Mailings will result in an increase of average class size from 14 as of fall 1996 to 19 by June 1998.
Start Date: 7/1/97, Completion Date: 6/30/98, HWC Goal #: 4

Objective 4.1.2: Improve student success through the development of a college-wide Retention Plan.
Responsibility: VP, Academic Affairs and Student Development
Evaluation Measure: A campus-wide retention team will be organized to define retention, determine outcomes, and develop and implement common sense initiatives for improving student retention.
Start Date: 10/1/97, Completion Date: 4/30/98, HWC Goal #: 7

4.2 Improving Teaching and Curriculum

*Objective 4.2.1: To upgrade Taxi\Limo curriculum and "My Kind of Chicago Chauffeur" Manual to meet current industry standards.
Responsibility: Dean, Public Agency and Special Programs
Evaluation Measure: An increase of 5% from a baseline of 1,400 students enrolled in fall 96, of students passing the Chauffeur's exam with the City of Chicago's Dept. of Consumer Services.
Start Date: 7\1\97, Completion Date: 6\30\98, HWC Goal #:4

Objective 4.2.7: To pilot a program designed to increase the enrollment in our upper level math courses by improving within-course retention by using in-course tutor/mentors in a single section of Math 207 to improve student's comprehension of Calculus.
Responsibility: Chair, Mathematics Department
Evaluation Measure: An improvement of within course retention in the Math 207 section in which in-course tutors were provided, as compared to the within-course retention of the two sections that will not have tutors.
Start Date: 7\1\97, Completion Date: 6\30\98, HWC Goal #: 7

Objective 4.2.8: To better meet the needs of students by maximizing the potential for growth in enrollment and quality of computer graphics courses. This will be done through the purchase of graphics software for existing Mac-7200 computers in Rm. 308. Responsibility: Chair, Humanities
Evaluation Measure: Software purchased, installed and integrated into computer graphics courses. Offer additional computer graphics courses (FY97 baseline = 2) and increase enrollment in computer graphics courses (fa96 = 18 students and sp97 = 26).
Start Date: 7/1/97, Completion Date: 6/30/98, HWC Goal #: 7

Objective 4.2.9: Complete approval process for three new academic programs: Bilingual Teacher Aide, Multimedia Production, Information Management. This process includes a needs assessment, curriculum development, HWC and CCC Curriculum Committee approval, and ICCB approval. Responsibility: Dean of Instruction Evaluation Measure: Needs assessment will be completed and appropriate forms submitted to ICCB for approval by 2/98. Start Date: 9/1 J97 Completion Date: 6/30/98 HWC Goal #: 4

4.3 Improving Administrative Procedures

Objective 4.3.1: Provide all necessary demographic and trend data for HWC Self-Study Report to be submitted to NCA in 1998.
Responsibility: Asst. Dean, Research and Planning
Evaluation Measure: Completed data tables, charts and graphs for the 1998 Self-Study Report on NCA
Start Date: 7/1/97, Completion Date: 6/30/98, HWC Goal #: 1

Objective 4.4.4: Develop and utilize a bibliographic instruction module utilizing a computer presentation in Powerpoint on an LCD projector and a CPU mounted on an movable cart.

Responsibility: Chair, Library
Evaluation Measure: Module developed and utilized. A questionnaire will be designed to survey at least 30 instructors and 200 students who view the presentation.
Start Date: 7/1/97, Completion Date: 4/30/98, HWC Goal #: 5

Objective 4.4.5: Submit all necessary documentation to ICCB for approval for three new certificate programs leading to an MS degree for Bilingual Aides of Chicago Public Schools and admit students into the program in the Spring 1998 semester. Responsibility: Chair, FL/ESL Department
Evaluation Measure: All program approval documentation submitted to ICCB by fall 1997.
Start Date: 7/1/97, Completion Date: 6/30/98, HWC Goal #:

Objective 4.4.6: Design a professional development course (CEU) for at least 25 licensed social workers in partnership with the 11 Department of Professional Regulation and the National Assoc. Of Social Workers
Responsibility: Chair, Applied Science
Evaluation Measure: Program designed and approved.
Start Date: 7/1/97, Completion Date: 6/30/98, HWC Goal #: 7

4.5 Developing Articulation Linkages Between ALSP and College Credit

Objective 4.5.1: Establish procedures to track TVC student who pass the GED exam and then enroll into pre-credit and college credit courses.
Responsibility: Asst. Dean, Center for Open Learning
Evaluation Measure: Produce a report on GED-TV completers, their rate of passing the GED exam and the number that enroll into pre-credit/credit classes.
Start Date: 7/1/97, Completion Date: 5/30/98, HWC Goal #: 7

4.6 Encouraging Student/Staff Diversity

Objective 4.6.1: Inform students with disabilities about support services available to them through the Special Needs Center
Responsibility: Chair, Special Needs Center
Evaluation Measure: Develop a Special Needs Center Student Manual that describes available support services and the procedures students need to follow to request these services.
Start Date: 7/1/97, Completion Date: 6/30/98, HWC Goal #: 4

Objective 4.8.2: Host one luncheon per semester for high school counselors and administrators, to inform them about HWC programs and support services and to strengthen relations between CPS and HWC staff.
Responsibility: Dean, Student Services
Evaluation Measure: 2 Luncheons held w/minimum of 50 attendees
Start Date: 7/1/97, Completion Date: 6/30/98, HWC Goal #:7

Objective 4.8.3: Enhance relationship between HWC and the Grant Park Cultural & Educational Community College and University Association by posting monthly cultural events calendar of Loop activities and distributing it to student clubs and academic departments.
Responsibility: Dean, Student Services
Evaluation Measure: Calendar will be posted. Clubs and departments will be contacted monthly to assure that information had been disseminated.
Start Date: 9/1/97, Completion Date: 6/30/98, HWC Goal #: 7

4.9 Monitoring Facilities' Maintenance and Development

Objective 4.9.1: Repair and replace roof and exterior panels and refenestration of two middle bays on south elevation of HWC's building
Responsibility: V.P. International and Non-Traditional Programs
Evaluation Measure: All necessary coordination with Central Office, service contractors and the Public Building Commission will be completed so that HWC's roof can be repaired and exterior panels can be

repaired or replaced as called for in the Space and Facilities Master Plan.
Start Date: 7/1/97, Completion Date: 6/30/98, HWC Goal ff:3

Objective 4.9.2: Relocation of Fire Enunciator Panel and repair of deficiencies in the Fire Alarm and Protection systems.
Responsibility: V.P. International and Non-Traditional Programs
Evaluation Measure: All necessary coordination with Central Office service contractors, and the Public Building Commission will be provided in order to insure that the Enunciator Panel is relocated and the Fire Alarm and Protection systems are required.
Start Date: 7/1/97, Completion Date: 6/30/98, HWC Goal #:3

Objective 4.9.3: Install a Pentium computer lab in room 310 using the currently recommended PC hardware.
Responsibility: Asst. Dean, Office of Information Technology
Evaluation Measure: Establishment of the upgraded lab on or before August 15, 1997. Start Date: 7/1/97
Completion Date: 8/15/97, HWC Goal #:4

4.11 Developing a Long-Term Strategic Plan for the College

Objective 4.11.1: Manage and report on between 20-30 focus groups targeting students, staff and employers in the HWC service area as part of long-term strategic planning initiative.
Responsibility: Asst. Dean, Research and Planning
Evaluation Measure: Hold between 10-20 employer focus groups, complete and disseminate reports on them.
Start Date: 7/1/97, Completion Date: 11/30/97, HWC Goal #: 5

5.0 Other

Objective 5.1: NCA Coordinator will receive draft reports from all Sub-Committee Chairs from which Coordinator will write first draft of HWC-NCA report. Coordinator will review first draft with Sub-Committee Chairs and then make necessary changes and update report with new trend data. Coordinator will write second draft of HWC-NCA report. In additional, Coordinator will oversee accumulation and collation of all documents/materials for the NCA Resource room.
Responsibility: NCA Coordinator
Evaluation Measure: Production of HWC-NCA Report by June 1998
Start Date: July 1, 1997, Completion Date: June 30, 1998, HWC Goal #: 1

Objective 5.2: For the October 1998 NCA Visit to HWC, the Programs for the Military will accomplish a separate Self-Study as well as incorporate data into the primary Self-Study of HWC. This is to ensure a comprehensive document for NCA.
Responsibility: Executive Director, Programs for the Military
Evaluation Measure: The measurement of this objective is a completed Self-Study document.
Start Date: 7/1/97, Completion Date: 6/30/98, HWC Goal #: 1

Objective 5.3: Visit the British Schools and develop an initial electronic procedure for the student record keeping procedures and the transmittal of these records on an electronic basis from British Schools to HWC
Responsibility: Asst. Dean, Office of Information Technology
Evaluation Measure: The actual transmittal of student records for Fa97 term in August. Start Date: March 15, 1997
Completion Date: August 15, 1997, HWC Goal #:4

Objective 5.4: Raise $1 million in new grant money.
Responsibility: Director, Resource Development
Evaluation Measure: Grants and gifts totaling a minimum of $1 million in new money will be raised by the Office of Resource Development in FY 1998
Start Date: 7/1/97, Completion Date: 6/30/98, HWC Goal #4.

CITY COLLEGES OF CHICAGO - WILBUR WRIGHT COLLEGE

As part of District planning, each College prepares an annual educational plan that addresses the District's seven priority topics of outreach. access, testing and placement, quality student services, monitoring of student progress/outcomes, faculty/staff development, and public/community image across the service areas of Transfer Education, Workforce Preparation, Pre-Collegiate Education/Community Service, and College Management. The following listing will synthesize the College's FY 1998 24 page Educational Plan and two page Three-Year Plan under the three IBHE category headings of Instruction, Administration, and Public Service. Since the Priorities Statements are similar to those from last year's PQP Report, minor changes will be made and status updates will be provided when appropriate:

INSTRUCTION

1. Continue college efforts on converting assessment plan results into curriculum improvements:

    - Improve retention rates in key developmental English, reading, and math classes by 5%.
    - Produce a College Annual Assessment Report in September 1997 based on Spring 1997 department assessments of more than 30 key multi-section courses. The Annual Report will continue both administrative and peer critiques of department efforts.
    - Devise method for testing for critical thinking and writing effectiveness as students near completion of their general education program.
    - Fully implement required exit testing policy across the curriculum and incorporate reports of results into curriculum improvement efforts in the departments by the end of Fall 1997.

2. Improve educational outcomes in career/occupational programs.

    - Evaluate curriculum and instruction in Wright—Humboldt Park Vocational Education Center (HPVEC} allied health curricula based on student performance on licensing exams.
    - Review and evaluate credit occupational programs by maintaining and reviewing records placement and completion rates
    - Incorporate SCANS into both credit and new HPVEC programs, and continue assessment component at HPVEC by utilizing Advisory Committee recommendations on competence and curriculum.
    - Implement new gerontology specialist occupational program in Spring 1998 term and set up procedures for assessing its quality.

3. Continue working to improve transition of students between levels—ALSP/GED into Pre-Credit, Pre-Credit into developmental, developmental into degree/certificate credit. (Continuing improved linkages between Pre-credit teachers and developmental credit teachers established benchmarks of transfer and persistence rates and student expectations.)

    - Continue pre- and post-testing of GED students using TABE 7/8 and TABE 5/6 to better place students in next level curricula.
    - Enhance counseling and advising of GED and ESL students in ALSP and Pre-credit programs through more focused use of Special Populations Grant funds for these services.
    - Strengthen developmental course sequences by competency-based exit testing requirement for students to pass into next level of sequence.

4. Strengthen College's readiness to implement Illinois Articulation Initiative model curricula by first implementation date of Summer 1998.

- Resolve any remaining problems with General Education courses to ensure full match with IAI model descriptions-specifically, continue revisions in biology and mathematics.

- Continue development of business, CIS, and criminal justice courses for articulation.
- Incorporate IAIWebsite familiarization into orientation and counseling activities.

ADMINISTRATION

1. Continue maintaining cost-effective instructional services that currently yield the highest credit and Adult Learning Skills class size average in the state.

2. Continue implementing District initiatives in telecommunications, improved purchasing procedures, and improved management information systems.

3. Continue improvement efforts in ALSP and Adult/Continuing Education data-gathering on student performance, office efficiency, coordinator performance, and instructional quality.
    - Develop and implement evaluation instruments for ALSP coordinators, ALSP adult educators, and A/CE lecturers.
    - Improve linkages with District researchers to improve data gathering on GED testing.
    - Continue development workshops and in-service opportunities for ALSP instructors.

PUBLIC SERVICE

1. Continue improving access to college services and resources through cost-effective mailings, open house activities to targeted groups, expanded linkage efforts to local high schools and employers, and cost-effective media marketing consistent with District initiatives.

2. Continue addressing School-to-Work issues by active participation in area initiatives, aggressive marketing of occupational programs, and expansion of vocational offerings consistent with work force needs.
    - Integrate activities of One Stop Career Center with those of the Workforce Development Center at Wright South.
    - Assume leadership roles in Manufacturing and Health Clusters with Environmental Technology Program and allied health programs with aggressive marketing strategies.
    - Implement initiatives with business partners: The Anixter Company, Gateway Foundation, WesCorp Communiversity and outreach into the community with North Business Industrial Council INORBICI, the Greater North Pulaski Development Corporation, and the Belmont and Portage Park Chambers of Commerce.

3. Continue College's role as community resource through expanded Cultural Events Series, hosting of Northwest Business Fair, hosting of Chicagoland Music Schools Association annual convention, and expanding adult education offerings that feature technological and recreational resources of the College.

DANVILLE AREA COMMUNITY COLLEGE

1. Develop a planning and renewal process that will allow the College to adapt to change.
    - Continue to develop benchmark standards based on internal data and practices of other institutions.
    - Administer the assessment plan of student academic achievement as required by North Central Association and utilize information gained to modify curriculum course content, etc.
    - Establish follow-up systems for transfer and occupational students.
    - Increase the use of the Management Information System in decision making.
    - Prudently manage current resources and aggressively seek new funding sources.
    - Implement rapid-response strategies and guide the process of change.
    - Implement Departmental Planning across the campus.

2. Encourage excellence in all programs and services.
    - Establish outcome measurements for each program.
    - Increase the use of technology in all the College's programs and services.
    - Increase the use of Continuous Quality Management principles at all levels of the College.
    - Increase funding for professional development.
    - Develop competency lists for all occupational courses.
    - Increase our faculty's visitation and collaboration with business and industry.
    - Develop courses that are delivered by alternative methods of instruction.

3. Identify and exceed the expectations of students and shareholders.
    - Further refine and improve survey and follow-up system for gathering student perceptions and expectations.
    - Define shareholder demographics and identify needs, perceptions and expectations.

4. Improve the environment for working, teaching and learning.
    - Develop strategies to encourage diversity in faculty, staff, administrators, and students.
    - Develop individual employee improvement plans.
    - Complete the College's campus master facilities plan.

5. Increase retention and improve student success rates.
    - Implement a campus-wide enrollment/retention plan to increase student success.
    - Modify campus programs and services based on student/shareholder expectations and goals.
    - Implement Student Support Services Program to improve retention.

6. Increase and improve service to the district.
    - Expand the use of distance learning technology throughout the district. Expand partnerships with area high schools, universities, community colleges, businesses, labor and human service agencies.
    - Continue the College's programs and services that provide leadership in the area's economic development.
    - Implement the IA WEB CT service to better serve students and potential students.

COLLEGE OF DUPAGE

In last year's priorities statement, we identified the college's desire to strengthen its planning process focusing on the following objectives. At this time these continue to be our focus:

- to emphasize the educational mission
- to increase participation and collaboration college-wide
- to integrate all institutional planning efforts
- to link planning budgeting
- to provide measurable outcomes for institutional effectiveness.

A direct result of this effort "to improve institutional planning and institutional effectiveness" was to identify what we have come to call the "Enduring Purposes" of the College. These Enduring Purposes are what we feel are at the heart of what this comprehensive community college tries to accomplish. They are:

Basic Education
- basic functional literacy through secondary-completion levels

Developmental Education
- · preparation for college

General Education
- knowledge base for future learning
- preparation for citizenship development of cognitive skills in analysis, communication, quantification, and synthesis
- development of personal skills of decision-making, leadership, values, and responsibility

Occupational (Workforce) Education/Training
- a meaningful rewarding career
- prepare a competitive workforce
- create educational and training programs that respond to community and business needs

Transfer Preparation
- expanded opportunities for educational attainment

Lifelong Learning Opportunities
- learning for personal growth

Cultural Opportunities
- experiencing enjoyment as a participant in the arts and/or through the talents of others enriching the civic, cultural, and intellectual lives of our community.

At this time, our short-term objectives continue to focus on the five objectives identified at the beginning of this section. We believe that by continuing to adjust our planning process to address these five objectives we will strengthen the significantly overall institutional effectiveness of the college.

ELGIN COMMUNITY COLLEGE

These major priorities, listed in rank order, have been adopted by the Board of Trustees as areas needing attention and resources during the next two years. They are not intended to replace the overall mission and goals of the institution; rather, they represent critical areas that must be addressed college-wide in order to meet the mission and goals. The five priorities are:

Priority 1. Install New Computing and Information Systems

Action 1.1	Complete the installation of the technology infrastructure.
Action 1.2	Provide Internet access to all networks.
Action 1.3	Upgrade computers.
Action 1.4	Evaluate alternative integrated computer systems.
Action 1.5	Move toward more multi-use computer laboratories.
Action 1.6	Improve telecommunication links to Fountain Square.

Priority 2. Develop the College's Human Resources

Action 2.1	Implement a human resources development program that addresses institutional needs.
Action 2.2	Improve the organizational climate.
Action 2.3	Improve the Human Resources management information system.

Priority 3. Implement an Institutional Effectiveness and Assessment Plan

Action 3.1	Implement a complete college-wide Institutional Effectiveness and Assessment Plan with emphasis on learning-based outcomes. Action 3.2 Implement a self-monitoring process for the Board of Trustees.

Priority 4. Improve Curriculum, Student Access and Retention

Access without a high level of student achievement of goals results in unacceptable student withdrawal rates. There are many factors related to student success, some of which ECC can affect. Areas which will be investigated include:

Scheduling and delivery of classes
Curriculum
Financial aid
Placement in courses
Remedial courses
Tutoring and academic advising

Action 4.1	Identify the needs of special district populations, especially the economically disadvantaged.
Action 4.2	Examine alternative funding structures.
Action 4.3	Assess the role the Fountain Square facility should play in the future and determine the feasibility of establishing outreach sites in areas other than the immediate main campus. If the feasibility study is positive, develop implementation plans.
Action 4.4	Increase students' achievement of goals.
Action 4.5	Improve student retention rates.
Action 4.6	Internationalize the curriculum.
Action 4.7	Determine the feasibility of designing instructional space in clusters focusing on academic activities.
Action 4.8	Expand course offerings and partnerships.

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Priority 5. Promote Workforce Training and Economic Development

Action 5.1	Meet the occupational needs of the district and adjacent areas, especially in the area of technology.
Action 5.2	Increase the successful placement of graduates in jobs related to their degree.

RESPOND TO FINDINGS OF THE NCA SELF STUDY AND VISIT

- Address issues (governance and decision making, communication, planning, mission, and change) emerging out of the NCA self study workshop.
- Examine and respond to visiting team recommendations.

INITIATE A LONG RANGE AND STRATEGIC PLANNING PROCESS

- Develop a streamlined and integrated planning process that incorporates unit (department), division, area (VP level), and college-wide sectors (e.g., space, technology, staffing, programming, budgeting and equipment).
- Conduct preliminary work to develop a strategic plan by (l)examining the College mission; (2) documenting achievements of the current Preferred Future; and (3) conducting an environmental scan of the Harper community and factors affecting the College.

BEGIN IMPLEMENTATION OF THE FACILITIES (SPACE) PLAN

- Analyze and refine the long term facilities (space) plan.
- Develop ways to fund the facilities (space) plan.
- Complete remodeling Building E.
- Continue planning and design of Building W/R in anticipation of state funding.

CONTINUE IMPLEMENTATION OF THE TECHNOLOGY PLAN

- Coordinate technology plan implementation though collaborative efforts of College constituencies.
- Continue the implementation of technology into teaching and learning activities.

COLLECTIVELY ASSESS AND COMMUNICATE THE REALITIES OF THE COLLEGE'S FINANCIAL POSITION WITH THE INTENT TO MAINTAIN FINANCIAL HEALTH.

- Initiate a Functional Analysis process that examines the tasks of work groups and their relationship to mission.
- Establish a three year budget priority process with guidelines and financial targets.
- Examine the feasibility of a referendum in the near future.
- Fill grants position and improve grants coordination.
- Develop an infrastructure to support an alumni program enhancing ambassadorship and College funding.

EXAMINE AND RESPOND TO WAYS TO ENHANCE STUDENT LEARNING AND SERVICES.

- Enhance the environment of the Student Center.
- Continue development of Distance Learning options for students.
- Participate in the national FIPSE Learning Communities program.
- Implement the TRIO Grant and other grant projects.
- Implement the Great Support Staff program.

CONTINUE DEVELOPMENT AND IMPLEMENTATION OF THE OUTCOMES ASSESSMENT PLAN.

- Complete outcome statements identification by progam.
- Continue to develop assessment strategies.
- Implement assessment of outcomes as programs complete assessment strategies.

INCREASE ENROLLMENT DEVELOPMENT STRATEGIES

- Continue to improve the enrollment projection model and incorporate outcomes of model into the budgeting process of the College.
- Continue implementing marketing strategies that will strengthen College programs.
- Implement approved recommendations from the Community Assessment Program.

ENHANCE THE SUPPORT FOR INSTRUCTIONAL INITIATIVES

- Continue strengthening the Corporate Service interface with departments, faculty and current student base.
- Continue implementation of the five year Academic Affairs Deans Council education plan.
- Continue supporting teaching and learning initiatives.

HEARTLAND COMMUNITY COLLEGE

INSTRUCTIONAL SERVICES GOALS FOR FISCAL YEAR 1998
PRIORITIES FOR FY 1998 (July 1, 1997 - June 30, 1998)

1. To increase success rates for at-risk students by creating greater awareness the needs of those students and by improving educational services

Outcomes/Measures
(a) Developmental education
-- identify populations that are most at risk
-- strengthen support services: advising tutoring developmental education programs
-- form a task force to perform a comprehensive review of developmental education programs

(b) Student retention
-- identify problematic areas (courses, delivery systems,etc)
-- collect information on successful retention plans at other institutions
Support services
Advising
Tracking and data collection

2. To assist in NCA report preparation to place the College in a position to receive the maximum accreditation period.

Outcomes/Measures
(a) Carefully document assessment efforts and their accomplishments
(b) Continue developing and implementing Learning Outcomes in syllabuses

3. To enhance the quality of instruction by

Outcomes/Measures
(a) Developing a Faculty & Staff Development Center or a Center for Teaching and Learning
(b) Increasing integration of adjunct faculty into professinal development activities
(c) Providing additional professional development activities specifically targeted at the unique role of adjunct faculty
(d) Create stronger links between adjunct faculty and lead faculty

4. To better serve district and student needs and make learning a force for community change by

Outcomes/Measures

(a) linking and integrating instruction with community needs
-- service learning
-- community scholars
-- internships
(b) meeting the challenges for Welfare-to-Work clients for training and education

5. To improve efficiency of IS staff by

Outcomes/Measures

(a) updating hardware and
-- lease hardware as necessary and practical
(b) increasing both hardware and software support
-- Centralization of technology support (ITS)

strengthening training opportunities
- Establishment of HelpDesk & SIR

6. To improve program development and planning.

To integrate the program review process into NCA and strategic planning for Instructional Services

Outcomes/Measures

(a) Creating capstone agreements for all AAS Degrees
(b) Continuing strong marketing efforts for technology programs
(c) Linking corporate service and training efforts to new credit programs
(d) Developing more flexible time frames for delivery of instruction
  - alternate delivery systems
  - course compression initiatives

7. To assist Corporate and Community Education to meeting the unit goals by cooperating with their activities and actively searching for ways to assist those areas.

Outcomes/Measures

(a) Beginning development of EMT program
(b) Continue to explore internship opportunities and other educational initiatives with local business and industry

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HIGHLAND COMMUNITY COLLEGE

Enhance recruitment, orientation, development, retention, and evaluation of students, faculty, and staff:

- Implement visual component of coordinated marketing plan.
- Provide and implement customer service workshop initiatives.
- Enhance expectations of new faculty support teams.
- Identify and develop professional development plan for all faculty, staff and administrators.
- Implement redesigned personnel evaluation process.
- Increase enrollment by 3%.
- Increase minority enrollments by 2%.
- Increase retention by 2%.
- Investigate recruitment of out-of-state two year degree candidates.
- Develop full-service outreach centers inJoDaviess and Carroll Counties.
- Design center for evaluation, placement, career development, follow-up, learning enhancement, and support services on a "one-stop shop" concept (Alpha Center).

Improve measurement of learning outcomes in program and course offerings

- Identify data and new reports necessary.
- Develop Freshman Success Course module to address intent and student role in process.
- Implement assessment of general education outcomes for two year degree students.
- Continue involvement of all faculty in review of student reaming outcomes.

Enhance instructional delivery systems and skills

- Implement in-service activities on instructional ethics, grading, attendance, and presentation skills.
- Continue financial allocation of $50,000 for faculty, staff, and administration development.
- Reallocate funds to provide for instructional technologists in computer labs, learning resources, and learning assistance center ($70,000).
- Continue development activities in instructional use of technology.
- Complete full Internet access for faculty and students.

Improve curricular, course and program offerings to meet learner needs

- Develop modular offerings in computer information systems.
- Add to developmental math options through computer software applications.
- Design Manufacturing Cluster concept.
- Develop appropriate work-based components for Child Care, Automotive Technology, and Office Technology programs.
- Implement Graphics Arts AAS degree.
- Develop short-term training modules meeting Welfare-to-Work requirements in Office Tech., Medical Arts, and Business.
- Continue and enhance pre-employment program for Welfare-to-Work students.
- Investigate development of medical arts cluster program based on common core curriculum (Physical Therapy Assistant, Dental Hygiene, Chiropractic Assistant, Patient Care Technician, Message Therapy)
- Develop and implement video tape on importance of general education outcomes and humanities in the work place.
- Review Cosmetology, Business Administration, and Academic Advising Programs.
- Review discipline specific learning outcomes.
- Implement Center for Leadership Studies.

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Improve campus infrastructure in support of academic mission of the college

- Replace air-conditioning units.
- Upgrade campus lighting.
- Redesign provision of campus security.
- Upgrade and enhance computer network cabling.
- Add two instructional computer labs for CAD and writing.
- Replace student classroom furniture and faculty and staff work stations.
- Replace campus phone switching system.
- Investigate on-line purchase ordering.
- Reallocate dollars for parking lot and carpeting upgrades ($200,000).

Enhance use of partnerships in the provision of services and programs

- Implement Education-to-Careers support systems.
- Develop Workforce Excellence inJoDaviess and Carroll Counties.
- Work with human service providers in offerings to at-risk learners.
- Continue Illinois Training Partnership Grants with area employers.
- Continue partnership with area health care providers in funding of Nursing Director.
- Develop special project with Martin Luther King Services in the recruitment and support of at-risk minority males.
- Continue to coordinate efforts and programs with othr taxing bodies in the Highland District.
- Continue extension sites in East Dubuque, Savanna, and Elizabeth.

Improve planning, visioning and leadership processes

- Re-examine program offerings and priorities with Board of Trustees.
- Develop and implement Board reporting process for transfer programs, occupational placements, recruitment and retention, and workforce development.
- Identify and prioritize for improvement core college processes.
- Re-institute strategic planning process to improve environmental scanning and planning.
- Review and train Board and college personnel on Servant Leadership Concept.

The priorities statements of the College are contained in the annually updated Strategic Action Plan, which provides a framework for the planning that addresses the mission, philosophy, vision statement, and budgeting of Illinois Central College. (See attachment IV.) It targets five major goals: planning, quality, enrollment growth, technology, and financial viability. Strategies, with the accompanying specific Action Steps under each, are directed at the accomplishment of these goals. This is intended to provide direction for the College and reduce the gap between the College's current state and its desired state.

The primary purpose of Goal 1, which addresses the planning process, is to make planning an integral part of all College decisions. Specific strategies refer to: the importance of the link between each area's planning and budget development, the Futures Task Force Report, training and access to information, the next North Central visit/evaluation, instructional values and beliefs, student outcomes and general education, Student Services, and institutional equipment replacement.

The maintenance of faculty, staff, and student **quality,** addressed in **Goal** 2, focuses on the employment, development, and evaluation of employees in addition to access, placement, and assistance for all types of students in our district.

Increasing student enrollment and retention through program development, public relations, recruitment, and customer service is the purpose of Goal 3. Of particular concern is the challenge of minority retention.

Goal 4 involves the importance of the utilization of technology for operations as well as for teaching students, and includes the development of a new technology plan, distance learning improvements, the downtown Educational Technology Center, the Teaching and Learning Center, Web services, expansion of "smart" classrooms, and improved student services.

Goal 5 focuses on financial viability, specifically budget management, operational efficiency, alternate revenue sources, and business partnerships.

As is evident from this document, planning is being incorporated as an integral component of all College functions. The institutional plan follows the fiscal year, commencing in July. Progress is reported to the Board of Trustees at the January retreat. The plan is applied to the budget process beginning in March, and a new plan begins development in May for presentation to the Board in June as the cycle repeats.

ILLINOIS EASTERN COMMUNITY COLLEGES - FRONTIER COMMUNITY COLLEGE

1. Revise student registration process.
   - Implement an open registration process for all classes to include registration by telephone, mail, or walk-in.
   - Allow registration to be open from the time the semester schedule is published through late registration.
2. Revise course scheduling process.
   - Implement a two-year course scheduling pocess
   - Utilize outreach coordinators to assist in determining course scheduling needs in off campus locations.
   - Publish semester schedules approximately three months earlier to assist students in planning schedules.
3. Revise part-time instructor hiring process.
   - Require all part-time instructors to teach a sample lesson prior to employment.
   - Develop a pool of part-time instructors in order to offer needed courses on a systematic basis.
4. Increase outreach efforts in off-campus counties.
   - Develop store-front outreach centers in counties outside the campus county.
   - Increase role of outreach coordinators in developing the semester schedule, working with area business/industry, and recruiting and evaluating part-time instructors.
   - Provide student services support in off-campus counties.
   - Increase efforts to provide training to business/industry in off-campus counties.
   - Expand telecourse and distance learning offerings.
5. Update computer course offerings.
   - Employ a full-time computer instructor.
   - Update computer labs to include and offer courses in Internet.
   - Provide tutors in a systematic fashion in computer labs.
   - Implement a campus technology committee to address technology concerns.

ILLINOIS EASTERN COMMUNITY COLLEGES - LINCOLN TRAIL COLLEGE

The priorities statement for Lincoln Trail College is organized around the ten purposes of the Illinois Eastern Community Colleges District as adopted by the Board of Trustees and published in Illinois Eastern Community Colleges' catalogs and literature. These ten purposes are directly related to the mission of the District. They identify specific focal points for implementing the programs and services which Lincoln Trail College and Illinois Eastern Community Colleges provide to the citizens of the service area.

Specific activities and plans relating to these ten purposes were targeted for FY 97 in both the Illinois Eastern Community Colleges Long Range Plan and the Assessment Plan. Since the Long-Range Plan and Assessment Plan are developed through institutional planning processes, they reflect the collecting thinking and shared goals of a broad cross section of District and Lincoln Trail College people. The priorities statement for FY 97, along with the accomplishments toward such, and the FY98 priorities are as follows:

1. Provide education in the liberal arts and sciences to prepare students for transfer to four-year institutions.

   Continue to pursue and monitor articulation efforts with senior institutions, including statewide articulation initiative.
   Completed course revision and re-articulation efforts in April, 1997.
   Develop new courses and expand general education course offerings beginning Fall 1998.

2. Provide technical education to prepare students for employment.

   Through the DACUM process, revised curriculum for Telecommunications Program to be implemented Fall 1997.
   Through the DACUM process, developed a plan to revise Food Technology Curriculum to offer a Food Service Management degree.
   Revise Food Technology Curriculum and begin to offer courses Fall 1998.
   Developed feasibility study for Microcomputer Specialist degree.
   Continue to pursue funding for technology upgrades and other equipment needs in programs locally, statewide and federally.
   Network one lab and provide access to Internet for students and faculty.

3. Provide adult and continuing education opportunities for the District.

   Investigated opportunities for expansion of offerings to adult and non-traditional students in the community.
   Offered GED classes in area church.
   Developed new course offerings to laid-off employees which started at mid-semester.
   Networked computers in Learning Resources Center to provide public access to Internet and other software programs.
   Continue to expand the network of computers and Internet access for the public.
   Increase non-credit course offerings in latest computer software packages.
   Provide course offerings and programs to other laid-off or downsized company employees.
   Expand off-campus GED classes in area communities.

4. Prepare students for college-level work through an effective remedial education program.

   Success in offering Adult Literacy, GED and ABE/ASE programs, as reflected in the increase in student enrollment.
   Increased tutoring services provided through the Learning Assistance Center.
   Identifying areas of identified need and providing tutors for those areas.
   Increase software collection to assist with computerized tutoring.
   Expand a new process for early identification, placement, and tracking of students needing remediation or tutoring called the Early Alert Program.

5. Provide student services, including admission, registration, financial aid, advisement, placement, extracurricular activities, etc., to assist students in pursuing their education and career goals.

   Reviewed retention rate in high drop-out areas.
   Career advisers, provided through Title III funds, assisted with retention efforts.
   Revised Orientation program has been developed and will be implemented August 1997.
   Increased enrollment at the college each semester.
   Incorporate retention strategies throughout the college.
   Track success of the revised Orientation program.
   Develop a recruitment plan for students in neighboring Indiana counties.

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6. Develop and provide curricula and programs as needed to meet the short and long-term needs of the citizens of the District.

Assisted with community-wide Challenge grant for technology funding in the community.
Provided customized curricula for laid-off employees of area business and industry.
Developed and offered short courses in software packages, Internet, and home page development.
Increase distance learning interactive television offerings.
Increase telecourse offerings to the district.
Continue to develop courses for distance learning offerings.
Effectively implement federal, state and local grant funds for educational program delivery.

7. Provide community education and community service programs to meet the cultural and intellectual needs of the citizens of the District.

Expanded offerings in community colleges and universities in southern Illinois, with continued high rate of community participation.
Develop a plan for fee-paying non-credit courses to be implemented FY98.

8. Provide professional enrichment and growth experiences for college staff.
Continue to plan and execute a two-day retreat for faculty and administrators.
Developed a Human Resources Team to address faculty development and communication issues.
A plan for approval of faculty development opportunities is being developed for FY 98.
Inservice training to be provided to faculty and staff on Windows 95 and Internet surfing.
Inservice training being planned for Power Point classroom presentation development.

9. Provide administrative and financial resources, facilities, staff, and equipment to support the educational programs of the college.

Developed Total Quality Management Teams for Enrollment Management, Human Resources, Development, Student Affairs, Curriculum, and Planning.
A majority of faculty and staff are members of the teams.
Continuing plans for team and task development.
Upgraded computer support in administrative work areas, including data exchange and Internet access.
LAN installed in library for multimedia and access to CD-ROM tower of reference materials.
Campus networking will be expanded in conjunction with the District technology and Internet access plans.
Equipment purchased and installed for campus network to provide access to Internet.
Half-time technical assistant planned for hire in FY 98.
Continue development and offerings of interactive television distance learning classes.

10. Provide economic development and educational training opportunities to the business communities in order to strengthen the economic and industrial base of the district.

Expand training programs with county industries, particularly in the offering of TQM courses.
Continue to work with local industry to identify training needs and implement training in both traditional and non-traditional formats.
Expand work-based learning component into the curriculum through partnerships developed by the Education-to-Careers initiative.
Expand Tech Prep offerings to include the Telecommunications program for seamless educational delivery and workforce development.
Develop an Advisory Board to support the Banking and Finance degree and certificate.

ILLINOIS EASTERN COMMUNITY COLLEGES - OLNEY CENTRAL COLLEGE

The priorities statement for Olney Central College remains organized around the ten objectives established by the Illinois Eastern Community Colleges District, adopted by the Board of Trustees, and published in IECC's catalogs and literature.

The objectives of the College District are to provide:

1. Education in the liberal arts and sciences which is general or pre-professional in nature and prepares the student to transfer to a four-year college or university.
2. Technical education which provides students with the skills and abilities to enter employment.
3. Adult and continuing education designed to meet the immediate and long-term needs of the residents in the District.
4. Programs in remedial education which assist district residents in attaining skills and abilities needed to enter and complete college.
5. Student advisement, counseling, and placement services for the purpose of assisting students in choosing a program of study and transferring to a four-year institution or entering employment.
6. Curricula and programs, as necessary, to meet both short- and long-term needs of the residents of the District.
7. Community education and community service activities in order to serve as a cultural and intellectual resource center for the area.
8. Professional enrichment and growth experiences for College staff which will improve and enhance instruction and service.
9. Resources, facilities, staff, and equipment to support all program components of the college.
10. Programs in economic development through technical and general education in order to expand, retrain, and strengthen the industrial base of southeastern Illinois.

Specific activities and goals relating to these ten objectives are targeted in IECC's Long Range and Assessment Plans. Additional objectives forOlney Central College are summarized:

- Provide for continuous improvement in the overall administrative functions of the college through the use of the principles of TQM and CGI. This objective will be met through increased use of the Olney Central College Council and its subcommittees, the President's Round Table, and increased use of E-Mail.
- Phase One of the OCC technology plan to bring Internet access to the entire campus is complete. Selected students and faculty have been trained in the use of the Internet's on-line services. The goal for this year will be to introduce all students, faculty, and staff to use of the Internet.
- Another objective is to expand the college's community and continuing education opportunities. The college has hired a full-time community services coordinator who has increased enrollments and offerings in these areas by over 30 percent.
- During the past year, OCC has provided both facilities and programs to meet the local community's needs. The college intends to expand facilities and program offerings.
- OCC is assisting in a coordinated program with local service organizations to reduce illiteracy and increase the number of citizens with high school equivalencies.
- OCC continues to support "bridge" programs with universities to permit students to complete bachelor's degrees locally. One new bachelor's program will be started during the next year.
- In response to statewide need, OCC will establish a new program to supply elementary and secondary schools with Speech/Language Pathology Assistants.

C-2.1 Priorities Statement

The priorities statement for Wabash Valley College is organized around the ten purposes of the Illinois Eastern Community Colleges District as adopted by the Board of Trustees and published in Illinois Eastern Community Colleges' catalogs and literature. These ten purposes are directly related to the mission of the District. They identify specific focal points for implementing the programs and services which Wabash Valley College and Illinois Eastern Community Colleges provide to the citizens of the service area.

This is the third year that this Priorities Statement has reflected this ten-point mission. Again this year, specific activities and goals relating to these ten purposes were targeted for FY97 in both the Illinois Eastern Community Colleges Long-Range Plan and the Assessment Plan. Since the Long-Range Plan and Assessment Plan are developed through institutional planning processes, they reflect the collective thinking and shared goals of a broad cross section of District and community people. The priorities statement for FY97 along with the accomplishments toward such, and the FY98 priorities, are as follows:

FY97 Priority Statement	Accomplishments during FY97	FY98 Priority Statements
1. Provide education in the liberal arts and sciences to prepare students for transfer to four-year institutions.		
Complete course revision and re-articulation efforts by April 1997.	A revision of all course syllabi is on schedule for completion in April 97. As necessary, courses will be re-articulated with 4-year schools. Continue participation in Illinois Articulation Initiative.	Any course revision and re-articulation efforts not complete by April 1997 will be finished in FY98.
		The need for additional full-time faculty in math/science and business/computer has been established. Investigate funding for such.

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2. Provide technical education to prepare students for employment.		
Continue pursuing funding from local and state sources for expansion of Machine Shop Building.	Expansion of building is included in RAMP document and approved by ICCB. Expansion of the building awaits IBHE funding.	Continue pursuing funding from local and state sources.
Review equipment requirements and improve system for equipment allocation and purchase.	Equipment needs were reviewed and highest priorities were addressed, especially in the areas of technology.	Continue to review equipment needs and seek additional funding needed for equipment.
Pursue sources of funding for updating equipment in the truck-driving program.	Two used trucks were purchased to replace the aged trucks in the program. Lab fees were increased.	
3. Provide adult and continuing education opportunities for the District.		
Investigate new offerings for adult and non-traditional students in the community.	The mini-series provided 24 4-week short courses. At least 22 courses were offered in areas such as Windows 95, Internet, and manufacturing on 8- or 16-week schedules for training/retraining purposes.	Continue to investigate new offerings to meet the needs of business and industry.
	Courses were offered for public aid recipients; GED courses and testing are being emphasized; new offerings are being developed for public aid recipients.	Develop a brochure and fliers to market Adult Basic and Secondary to 2,500 individuals with less than a GED or high school diploma.

4. Prepare students for college level work through an effective remedial education program.		
Continue to identify tutors for areas of identified need.	Academic Assistance Center has made a concerted effort to provide tutoring in each area as needed.	No special needs were identified.
Assess outcomes of new process and improve as necessary.	The new process for early identification, placement, and tracking of students identified and placed students with more consistency than previously.	Continue to monitor and improve the early identification of students needing remediation.
5. Provide student services, including admission, registration, financial aid, advisement, placement, extracurricular activities, etc., to assist students in pursuing their education and career goals.		
Continue to monitor drop-out rates and identify areas of high incidence.	Title III grant and ICCB student support funding provided for advisor for retention. A system has been developed to track and contact students who have performance and/or attendance problems. Early identification is working.	Continue to monitor drop-out rates and monitor new persistence and retention procedures.
6. Develop and provide curricula and programs as needed to meet the short and long-term needs of the citizens of the District.		
FY96 goal --Investigate the possibility of increasing language offerings.	Spanish faculty from sister institution taught first-year Spanish. Second-year was scheduled through distance learning.	No new special goals were identified.

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	Developed Manufacturing Technology Curriculum. The location of Toyota Motor Manufacturing created a need in the geographical area for new training.	Monitor the offerings of the Manufacturing Technology curriculum in relation to industry and student needs.
7. Provide community education and community service programs to meet the cultural and intellectual needs of the citizens of the District.		
Investigate the implementation of additional non-credit, fee-paying courses.	A plan for fee-paying non-credit courses was developed and implemented Fall 1995.	Continue the plan and identify additional offerings as needed.
8. Provide professional enrichment and growth experiences for college staff.		
Continue to develop a program for faculty development.	A faculty development committee is active and devising a plan for FY98.	Continue to develop a program for faculty development and seek funding for such.
		Provide training for staff and faculty on new technology. The District will have new administrative software, telephone system, and Internet access.
9. Provide administrative and financial resources, facilities, staff, and equipment to support the educational programs of the college.		
Continue with implementation TQM plans, identifying teams and their tasks.	Faculty and staff have received training in TQM. The District has initiated an implementation plan for TQM. A campus team developed a pilot project.	Implement and monitor the pilot project.

Campus networking will be expanded in conjunction with Internet access plans.	The campus voice-data backbone is out to bid; Internet access is available to one computer lab; T-1 lines are in place for the distribution of Internet to the campuses.	Expand Internet access campus-wide through new backbone.
Continue with installation of equipment and monitoring accessibility of faculty, staff, students to Internet.	T-1's and equipment have been installed for campus to access to Internet.	Provide equipment for faculty and staff to access Internet/LAN campus wide.
Evaluate distance learning system and continue objective in a timely manner.	Distance learning (interactive TV) has been made operational and stable. Course offerings were started Spring 97	Continue to develop course offerings over distance learning system.
10. Provide economic development and educational training opportunities to the business community in order to strengthen the economic and industrial base of the District.		
Work with local industry to identify training needs and implement in both traditional and non-traditional format.	A new instructional unit, Manufacturing Technologies, is approved (see #6). More course offerings are made available to non-traditional students.	Continue to work with area business and industry to meet training needs.

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ILLINOIS VALLEY COMMUNITY COLLEGE

The College has developed, as part of our strategic planning process, five preliminary *Strategic Goals* which are currently being refined based on external and internal input. In addition to these five goals, Achieving Excellence in Teaching and Learning continues to be the top priority at IVCC. The "Priorities Statements" identified in IVCC's 1996 *PQP Report* have been incorporated into these *Strategic Goals*, and the following is a report of the College's progress in those areas during the past year.

Excellence in Teaching and Learning

Major College-wide activities designed to enhance excellence in teaching and learning include

- The creation of the Committee for the Assessment of Student Learning and the development of a plan for assessment of student academic achievement
- The hiring of eight faculty who will bring new energy and expertise into the instructional programs of the College
- An expanded Tech Prep committee that is successfully integrating academic and occupational education and forging partnerships with local high schools
- A new center in Ottawa at which day-time classes have been offered

In addition, the following are examples of achievements in individual divisions that have enhanced our ability to achieve excellence in instructional programs and student learning:

1. A new interdisciplinary, team-instructed course in Women's Studies (HUM 200) was developed, articulated as a core humanities course, and offered in Spring 1997.

2. Eight 1996 Dental Assisting graduates took the Dental Assisting national Board Exam and achieved above the national norms. Eight gained certification in radiation and health and safety, six in infection control and five inchairside procedures.

3. All members of the Division of Life and Physical Sciences participated in group brainstorming exercises designed to enhance lecture and discussion presentations. "Checking for Understanding" was emphasized.

4. Our transfer students continue to excel at senior colleges and universities. For example, IVCC transfers to ISU perform better than transfer students from any other Illinois community college.

5. Practical Nurse graduates achieved the highest pass rate in the nation this year on their NCLEX-PN exam. Associate Degree Nurse graduates continue to stay at or above the national average on the NCLEX-RN exam.

6. In cooperation with the Learning Resource Center, the Nursing Program has initiated projects that include a comprehensive assessment profile for all first year Nursing students and a math course designed specifically for Nursing students.

7. Major curriculum revisions are underway in Nursing, necessitated by the demands made on nursing education to respond to the changes in the health care industry. The new curriculum will focus on the following concepts: critical thinking, community, therapeutic nursing, communication, holistic wellness, and care management.

8. Initiated by the Division of Business & Engineering the College sponsored the **Most Outstanding High School Teacher** awards. Over 90 teachers in our district were nominated by their former students and honored by the College at a ceremony last spring.

9. Our Manufacturing program faculty planned and hosted Women in Manufacturing, an event designed to expose young and adult women to technologies in plastics, manufacturing, electronics and computer design careers.

10. Electronics students competed and won regional awards at the ILLINOIS Association of Electricity, Electronics Educators) competition held at IVCC. Four of our electronics students advanced to the state competition.

11. Distance learning courses were offered at two high schools in our district. In addition courses were offered in cooperation with Illinois Central College, U of I Springfield, and ISU.

12. Based on demand in the agriculture community, the College has initiated a new certificate program in Chemical Application, which will enhance students' opportunities to gain high wage employment in the agribusiness area and meet the needs of local employers.

13. Enrollments in Adult Basic Education and literacy increased by over 40 percent.

14. Staffing and scheduling adjustments were made to meet the demands of potential nursing students needing to meet the Certified Nursing Assistant prerequisite for the Nursing program. This has improved the ability of students to enter the Nursing program by offering courses at non-traditional times.

15. The College has sponsored competitions for high school students in a variety of disciplines, including writing and mathematics.

16. Developed "Fall Preview," an enhance orientation session for new students.

Strategic Goal 1 -Institutional Planning

Collegewide activities designed to enhance the institutional planning function include:

- Instituting a comprehensive strategic planning process that involved the entire College community. The purpose of this initiative is to improve institutional effectiveness by establishing priorities in a focused and rational manner. The process has resulted in a new *Mission, Vision, Valued Practices,* and *Purposes* for the College. As the process continues into FY 1998, priorities will be confirmed, goals and objectives set, and indicators and measures of success identified.

- We have also engaged in a master planning process which will result in a long-term plan relating to facilities, instructional technologies and new program development.

1. Selected activities related to planning at the division and department levels include:

2. The Division of Social Science and Public Service developed and implemented the first year of a three-year strategic plan for KIDZ KAMPUS, the IVCC Early Childhood Center, through the introduction of the Project Approach and commitment to the lab school concept.

3. The Nursing Program conducted a needs assessment of community health care agencies to determine the need for continuing education in nursing. Based on results, initial plans have been made to offer one, possibly two, continuing education programs in Fall 1997.

Strategic Goal 2 - Build Partnerships in Our Communities

Increasing collaborative activities throughout our district with schools, businesses and community organizations has been a priority during the past year. The College has sponsored community economic development, cultural and recognition activities, worked closely with the local ETC and Tech Prep consortia, increased our training programs in business and industry, and entered into discussions with local unions to partner in the delivery of apprenticeship programs.

1. The second annual "Festival of Jobs" involved over a hundred area employers.

2. A partnership for the development and delivery of continuing education for health care workers with a major local hospital, as well as with other health care providers, was initiated. In addition, a confidential wage and salary survey of six area hospitals was conducted.

3. Formalized and strengthened a 2+2 in Criminal Justice between IVCC and ISU.

4. Began development of a peer education project in collaboration with Against Domestic Violence of Ottawa, in which IVCC students are trained to offer informational and preventative presentations to schools and student groups/organizations.

5. Beginning in the Fall 1997, the Manufacturing area, in partnership with the Illinois Valley Education to Careers, has added Chemical Technology to its programs in plastics and metals. This is a work-based learning program offered on site at local high schools in an articulated curriculum.

6. A new center for offering daytime classes in Ottawa was opened.

7. LTV Steel, the largest employer in our district, contracted with the College for services to operate and oversee the activities of their newly developed Corporate Fitness Center.

Strategic Goal 3 - Enhance Technology

Increasing the access of students, faculty and staff to technology has been a priority of the new administration. Significant resources have been diverted toward upgrading hardware and software; by the beginning of fall semester, each faculty will have a desk top computer with on-line access.

1. Classes were conducted through the cooperative efforts of two area high schools and institutional members of the Central Illinois Higher Education Consortium (CIHEC). At least two more distance learning sites will be added next year, funded by a grant from the IBHE.

2. A web page has been developed for the College, includinga sophisticated financial aid section.

3. Established computer-enhanced sections of Sociology 100 courses and offered Psychology and Criminal Justice courses through the integration of distance learning technology.

4. Worked cooperatively with the IDOC School District 428 and Sheridan Correctional Center facilities staff to establish a computer laboratory at the prison for use in extension classes as well as in a new Computer Technology Program.

5. Computer software has been used to integrate technology into the Nursing program; these purchase will provide preparation for the state licensing exam as well as reducing students' apprehension of computerized testing.

6. Student, faculty and community access to technology through the Jacobs Library continues to expand. Six new stations were installed this year in the library, and dial-in access is available.

Goal 4 - Staff/Student Development

1. A Statement of Student Rights and Responsibilities was adopted by the Board of Trustees.
2. A Coordinator of Student Activities position was established.
3. A chemistry instructor received the Chemical Manufacturing Association Award for Excellence in Teaching.

Goal 5 - Resource Management

1. The College's application for a student support services TRIO grant was submitted and funded.
2. Tuition was increased by $5.00 per credit hour beginning Summer term.
3. A student loan default management plan resulted in a decrease of 54 percent over the three previous years.
4. IVCC received a donation from GE Plastics for computer networking equipment, with a market value exceeding $20,000.
5. An endowed materials fund was established for the Jacobs Library in collaboration with the IVCC Foundation.
6. The administration decided to eliminate the football program.

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JOLIET JUNIOR COLLEGE

Improve teaching, learning and working environment

- Enhance two weeks of annual staff development programming through various activities which will move the classroom from a teaching environment to a learning environment.
- Enhance access to various information resources using a campus backbone.
- Use technology to change the delivery of information in the classroom
- Use collegewide assessment plan for improvement of instructional delivery
- Develop a collegewide staff training program

Address excellence in the educational curriculum

- Restructure the business curriculum to better meet the needs of students
- Develop modules in International Education (continuing)

Improve and expand services to the educational community

- Develop cooperative agreements with members of the South Metropolitan Regional Consortium providing and effective transition between our institution and the four-year colleges in the Consortium.
- Expand distance learning activities in cooperation with other community colleges, four-year institutions and district public schools.
- Expand cooperative activities with the local high schools.
- Expand cooperative activities with Joliet community centers and churches to better serve underserved populations.

Maximize student enrollments through adequate enrollment management.

- Implement action plans regarding marketing, student recruitment/retention and program/services and evaluate the effectiveness of completed strategies.
- Track recruitment and admissions patterns to monitor increased minority enrollments.
- Provide adequate services through technology: Purchase sufficient student information terminals (kiosks) to meet student needs on and off main campus; effectively program kiosks; develop Web access for all student related administrative functions.
- Develop a career center to holistically meet the needs of undeclared/declared students. Identify physical location range of services and staff.

Develop effective shared governance and participatory management initiatives.

- Continue our efforts to place the Joliet Junior College Senate into our cultural milieu.
- To continue our efforts to provide understanding and teamwork/team building through our CQI process.

Achieve optimum use of financial resources through the annual budget planning and development process of the college.

- Identify anticipated revenues that will generate the parameters for budget planning and development.
- Modify parameters of five-year budget planning model to conform with anticipated revenue and expenditure trends.
- Challenge college departments to prepare three-year plans for major expenditures.
- Develop annual budget pursuant to institutional policies and statutory requirements.
- Manage budget throughout fiscal year so as to mosteffectively serve college constituents.
- Integrate facility maintenance needs and expansion considerations into short-term and long-range budget planning.
- Develop greater understanding by college personnel of financial reality of the college to achieve greater input in the development of financial issues.

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Expand workforce preparation, business development, and technology development in the district.

- Provide education and training programs
- Provide employment services
- Provide promotion of businessutilization of enterprise assessment and technology services
- Provide workforce skills assessment

KANKAKEE COMMUNITY COLLEGE

Institutional Goals

Enhance KCC's reputation for providing quality programs and services consistent with institutional mission and designed to serve district residents' needs.

Foster continuous improvement in all programs and services, with an emphasis on student success.

Enhance the college's effectiveness in delivering programs and services that stress basic academic and workplace foundation skills.

Be the first choice among area employers for custom training and professional development activities for their work forces.

Maintain communication channels which increase the Board's and the staff's knowledge of and commitment to the college's mission.

Optimize the use of information technologies to improve instructional and administrative effectiveness and efficiency.

Identify target markets and develop/package programs and services to meet their needs.

Be an active partner with K-12 systems, employers, and four-year institutions to plan and implement educational strategies to promote student success.

Aggressively pursue external resources to expand services that support the college's mission and objectives.

Continuously identify and implement necessary modifications to the college's physical facilities to cope with changes in internal and external environments.

1996-97 Critical Impact Areas

Through the planning process, the following five Critical Impact Areas (CIA) have been identified for the 1996-97 academic year. The college will focus its human and financial resources in these areas in the coming year. These short-term priorities are in concert with the college's mission statement and long-term strategic planning goals.

Critical Impact Area 1: Further refine programs and services which provide appropriate support for the underprepared student.

Critical Impact Area 2: Increase enrollment and retention.

Critical Impact Area 3: Provide equipment, facilities and training necessary for the efficient and effective incorporation of state-of-the-art technology into instructional and administrative functions.

Critical Impact Area 4: Provide programs and services which effectively and efficiently respond to workforce development needs.

Critical Impact Area 5: Continue to incorporate the seven general education objectives into all associate degrees as part of the college's outcomes assessment process.

FY97 BUDGET ACCOMMODATIONS FOR PLANNING STRATEGIES

Strategy	Planning Requests in FY97 Budget	FY96 Budget	FY97 Line Items (not in 192-292 account)	192-292-599.R0G General Institutional FY97 Planning Priorities
1. Continue expanded Financial Aid services.	$38,385	$31,000	132-132-512.P1X – $22,056	$16,329
2. Hire technical writing instructor.	$35,000	$10,000 for part-time instructors	111-S11-513.02S = $10,000	$25,000
3. Hire full-time computer instructor.	$30,000	$4,000 for part-time instructors	112-B16-513.02C = $4,000	$26,000
4. Purchase facilities usage software.	$21,000 minimum	-0-	-0-	$21,000
5. Expand services to support weekend programs.	$6,000-$25,000	-0-	-0-	$25,000
6. Upgrade computers in computer-aided drafting lab.	$53,000	-0-	Technical Support Grant (restricted fund) = $53,000.	-0-
7. Replace programmable controllers in Industrial Electrical Lab.	$41,000	-0-	Technical Support Grant (restricted fund) = $41,000	-0-
8. Target marketing recruitment program.	$50,321	$53,743	135-135-000.00X in Recruitment Budget = $43,814. Honors Escrow classes in Humanities, Psychology, Speech and Political Science budgets = $6,507.	-0-
9. Implementation of working adult business degree.	$30,000	-0-	-0-	$30,000
10. Office computer upgrade plan.	$92,500	-0-	-0-	$92,500
11. Job Readiness and Life Skills courses.	$26,900	-0-	Opportunities Services Grant (restricted fund) = $26,900	-0-
12. Upgrade technology in Learning Resource Center.	$22,000	-0-	-0-	$22,000

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FY97 BUDGET ACCOMMODATIONS FOR PLANNING STRATEGIES				
Strategy	Planning Requests in FY97 Budget	FY96 Budget	FY97 Line Items (not in 192-292 account)	192-292-599.ROG General Institutional FY97 Planning Priorities
13. Upgrade Machine Tool program.	$160,000	$25,000 for current salaries/eqmt.	114-T14-513.02H = $18,000 Ed to Careers Grant = $7,000	$135,000
14. Development of materials handling/distribution curriculum.	$6,500	-0-	-0-	$6,500
15. Explore marketing of corporate and continuing education offerings.	$1,000	-0-	-0-	$1,000
16. Hire Computer Services specialist.	$21,000	-0-	-0-	$21,000
17. Supplemental funding to HECA Retention Grant	$7,008	$6,700	Student Support Services Grant = $7,008	-0-
18. Upgrade level of internet service.	$16,000	-0-	-0-	$16,000
19. Upgrade computers in the LRC.	$16,200	-0-	Technology Support Grant (restricted fund) = $13,218	$2,982
20. Continue to implement the seamless education system.	-0-	-0-	-0-	-0-
21. Developmental education training for staff	$5,740	-0-	Spl. Pops. Grant = $2,000	$3,740
22. Develop EKG course.	$2,500	-0-	-0-	$2,500
23. College for Kids	$13,000	-0-	142-142-513.R2F = $12,675	$325
24. Promotion of Adult Education Services.	$2,800	-0-	-0-	$2,800
25. Expand parent education services.	$8,000	-0-	-0-	$8,000
26. Creation of multimedia classrooms.	$30,000	-0-	-0-	$30,000
TOTALS:	$754,854	$130,443	$117,052—Education fund $150,126—restricted funds	$487,676 Total Planning: $754,854

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KASKASKIA COLLEGE

Vision Statement

Kaskaskia College will be a continuously improving, effective, and efficient organization, responsive to changing needs. The college will be an institution of "first choice/best choice" by employers, students, and other constituencies, where access to the latest innovations in teaching/reaming and technology is available. The unified college community will remain committed to the purpose of providing the highest quality educational services and to supporting each other professionally and personally.

Institutional planning for 1997-1999 includes six major priority statements or goals with specific objectives and activities and designated responsibilities, timetables, resources, and outcomes for each activity. The six major goals are:

1) to design and implement a need-based Workforce Development Plan
2) to create an environment in which current and evolving technology is used to enhance administrative operations and student services and to increase the integration of technology in the delivery of instructional courses and programs
3) to improve customer service
4) to develop human resources to their fullest potential
5) to develop an enrollment management system
6) to design systems that insure effective use of resources and institutional accountability

Goals and objectives were established by the institutional planning committee as a whole; and six task force teams, one for each goal, were identified to develop activities and areas of responsibility as well as timetables, resources, and outcomes for each activity. Task force team members are representative of the constituent groups of the college and have quickly demonstrated ownership in the planning process. The task force team concept, which represents a change in the structure of the planning process this year, was instituted to create broader institutional involvement in the accomplishment of each goal.

KISHWAUKEE COLLEGE

Increase Access, Retention, and Graduation

Implement degree audit system for transfer degrees.
Develop degree audit system for occupational degrees.
Increase international exchange and internship experiences for students.
Offer cultural diversity workshops for employees.
Increase minority student A.A./A.S. degree retention and success in transfer.
Investigate touch tone registration needs and feasibility.
Provide funding for a new position of financial aid an electronic specialist.
Begin to implement special needs student support services identified in FY96 study.
Begin to implement retention and student success strategies identified in FY96 study.

Improve the College's Teaching, Learning, and Working Environment

Offer a workshop in "The Seven Habits of Effective People" for all employees.
Develop and provide assessment orientation sessions for full-time faculty, students, and part-time faculty.
Increase the feedback loop activities related to the assessment process and institutional effectiveness.
Provide funding for a $1.00/hr increase in part-time salaries.
Provide funding for a 10% increase in medical insurance for employees.
Provide funding for a S% increase in salaries of employees.
Provide funding to cover a potential $70,000 revenue reduction created by a lawsuit with Byron Nuclear Plant.
Determine the financial priorities for the Education to Careers newmonies.
Keep area news media fully appraised of the accomplishments and innovative practices of faculty members and academic departments.
Increase access tomulti media and Internet for the development of class materials and course work.
Study the relationship of our current certificates to our Education to Careers plan.
Explore the concept of a technology fee for all students.
Expand and explore both staff development and teaching using distance learning and the satellite.

Achieve Excellence in Education

Implement the new college strategic plan.
Integrate the new college strategic plan into other planning procedures on campus.
Reevaluate the Office of Research and Report Writing.
Begin the NCA self study process.
Continue evaluation and make a decision related to IS/SUM session.
Write a draft of our technology plan.
Begin to implement and continue to develop the college technology plan.
Increase technical support by providing additional equipment, staff for media services, and additional programming support.
Study the need for an increase in college tuition and a fee for ABE courses.

Promote Service to the Region/Community

Expand services of microwave tower, distance, learning, and satellite to community and region.
Operate one-stop satellite office on campus.
Participate in a one-stop career center inDeKalb (ABE/BID/ESL).
Continue BID support to manufacturing in terms of assessments and marketing.
Replace BID computers to better meet local business needs.

Continue to promote the idea of offering distance learning classes in our area high schools.

Reorganize and consolidate services and programs in ABE to meet new funding devices from ICCB.

Preserve and Develop the College's Physical Facilities and Equipment

Reallocate funds in institutional capital outlay and other non-restricted funds to manufacturing, physics, therapeutic massage, and BID.

Provide funding to replace all existing 8088 and 286 computers on campus.

Work toward completion of Internet infrastructure and development of multimedia capability for development of presentation materials and delivery into the classroom.

Evaluate student parking needs and develop solutions.

These priorities were developed by the entire administrative team with input from the faculty. They were shared with the board and faculty for budget preparation purposes.

COLLEGE OF LAKE COUNTY

The College of Lake County is engaged in a comprehensive planning process that is critical to the success of the institution. Through planning, the strategic direction of the college is determined by establishing goals and objectives which define and communicate to the college community the direction and values of the college. Resources are directed to the highest priorities as expressed by the college's goals, objectives, and program plans. The planning process builds consensus on the future of the college and commitment to that future.

Through the planning process, the College of Lake County establishes goals and objectives for three years which are reviewed yearly. For fiscal years 1995 through 1997, the goals were quality education, community leadership, workforce development, access, and productivity and accountability. Each year the college's programs built their plans and budgets based on these goals and objectives.

Strategic Goals and Objectives for Fiscal Year 1997

Strategic Goal I: Quality Education

The College of Lake County will provide high quality programs in the liberal arts and sciences, career education, continuing education, and basic skills development

Objective 1: The college will develop new programs and review and modify as necessary the content, program requirements, promotion, and delivery of programs of study.

Objective 2: The college will review and modify as necessary academic standards for programs of study.

Objective 3: The college will promote the concept of "seamless education," ensuring that students can progress from one level to the next.

Objective 4: The college will implement appropriate technology and training to enhance instruction, expand the delivery of programs and services, improve student services, and support institutional processes.

Objective 5: The college will increase learning opportunities through development of alternative methods for delivery of instruction.

Objective 6: The college will implement outcomes assessment of student achievement and design appropriate methods to enhance student success.

Objective 7: The college will seek external funding to enhance existing programs and projects and to design and implement new initiatives.

Objective 8: The college will improve systems to recruit, develop, support, evaluate, and retain a diversified staff.

Objective 9: The college will continue to conduct facilities needs reviews and periodically update the college facilities master plan.

Objective 10: The college will increase communications to residents of the college district about the quality of education at CLC as evidenced by faculty and staff credentials, awards, and projects and student success.

Strategic Goal II: Community Leadership

The College of Lake County will provide leadership in fostering the educational and cultural life of the district and promoting civic and social responsibility.

Objective 1: The college will enhance programs and services to increase awareness and understanding of the global community and support for diverse populations.

Objective 2: The college will develop and improve programs and services to increase awareness and implementation of environmentally sound practices.

Objective 3: The college will expand its fine and performing arts opportunities and strengthen relationships with the arts community.

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Objective 4: The college will strengthen relationships and partnerships with the community, particularly other educational institutions, business and industry, governmental agencies, and community organizations, to address county-wide opportunities and problems cooperatively and effectively.

Objective 5: The college will promote avenues for students and staff to develop civic responsibility and participate in a community service.

Strategic Goal III: Workforce Development

The College of Lake County will contribute to the advancement and development of the district's economy and the preparation of a competitive workforce for today and tomorrow.

Objective 1: The college will position itself as a primary provider and source for employee preparation, training, and education in Lake County.

Objective 2: The college will analyze labor market needs, develop appropriate courses and programs, market career programs effectively, and expand placement services to remain up-to-date and competitive in its program offerings.

Objective 3: The college will serve as a catalyst to attract new business and industry to Lake County.

Objective 4: The college will promote international partnerships and business expansion into the global market to foster Lake County economic growth.

Strategic Goal IV: Access

The College of Lake County will assure access and opportunity for individuals who can benefit from its programs and services and foster an environment conducive to student educational development.

Objective 1: The college will enrich outreach activities to address the educational needs of the residents of Lake County and to increase the visibility of the college.

Objective 2: The college will foster a comprehensive system of supportive services necessary for students to pursue their educational objectives successfully.

Objective 3: The college will strengthen efforts to attract, support, and retain diverse populations.

Objective 4: The college will increase current levels of funding to provide financial support for students.

Objective 5: The college will enhance efforts to involve CLC alumni in college activities.

Objective 6: The college will expand and improve its facilities to allow for enrollment growth, changes in the delivery and content of programs and services, and increased access to educational opportunities.

Objective 7: The college will work with local, regional, and state organizations to optimize student access to college facilities.

Objective 8: The college will cooperate in the establishment of a statewide telecommunications network to expand educational opportunities and information sharing.

Strategic Goal V: Productivity and Accountability

The College of Lake County will promote efficient and effective practices in its operations and pursue alternative funding sources.

Objective 1: The college will research and implement systems and procedures which will result in increasingly cost effective operations.

Objective 2: The college will pursue new revenue producing initiatives.

Objective 3: The college will assess institutional effectiveness against established criteria.

LAKE LAND COLLEGE

In 1995, Lake Land College adopted a Strategic Plan, which annually is reviewed. The areas listed below were identified by this year's review as priorities for the College:

PRIORITY 1- Develop and Expand the College's Physical Facilities - The lack of adequate classroom space has impaired the College's ability to fully meet the education needs of area residents:

1. Continue the renovation of classroom buildings, enclosing the center court areas to provide needed instructional and seminar space.
2. Pursue the needed State funding to construct a new classroom building and a new technology building and to expand the Student Center. In addition, begin the process of securing local funding for the Technology Building.
3. Adopt a master plan for the improvement of campus grounds and landscaping in order to increase the aesthetic nature of the campus environment.
4. Construct a facility on the main campus which would house a full service Illinois Employment and Training Center, the Center for Business and Industry, and offices for the Job Training Partnership Act and the Dislocated Worker Program.
5. Assign the responsibility for the further development of a campus master facilities plan to the Director of Security and Facilities Planning.

PRIORITY 2 - Provide for the Enhancement of Faculty/Staff Training and Development - In order to maintain the quality of faculty and staff, a number of activities will be initiated:

1. Continue the endowment fund drive of the Lake Land College Foundation with a goal of $5 million being raised by 2001, with 1% of this fund dedicated to faculty development.
2. Increase the budgetary commitment to faculty/staff development in order to provide additional opportunities for training.
3. Increase the training opportunities of the Information Systems and Services Department.
4. Submit HECA grants with other consortium member colleges which stress shared resources for development activities.

PRIORITY 3 - Expand the Use of Technology to Improve Learning and Increase Access to the College - The College has completed a technology plan which outlines a set of actions to be implemented:

1. Continue the conversion of the Learning Resource Center into a multi-media and electronic library by adding a multi-media computer laboratory, an instructional technology center, and improvements to the Internet periodical system.
2. Install a network CD Rom system which could be accessed from several locations on campus and the Kluthe Center for Higher Education and Technology.
3. Purchase a computer-integrated manufacturing cell in order to enhance curricula in the Technology Division.
4. Increase the number of two-way, inter-active audio and video classrooms within the College district.
5. In concert with the University of Illinois and nine community colleges, begin the development of a virtual university, which would provide an exchange of courses and opportunities for continuous dialogue and cooperative efforts.
6. Begin on-line Internet classes by the beginning of spring semester, 1998.
7. Install the telecommunications "backbone network" for the main campus and place a multimedia Internet and network accessible computer on the desks of each faculty and staff members.
8. Provide additional release time for faculty mentors who would assist in the technical training of other faculty member.
9. Provide additional staff for the Department of Information Systems and Services to assist in the implementation and maintenance of the technology plan.
10. Appoint a CD Rom system manager in order to assure that information is available on demand.

11. Assist all high schools within the Lake Land College district to obtain interactive telecommunication classrooms in the next two years.
12. Continue to cooperate with Consolidated Communications by sharing the cost of a distance education specialist to assist the high schools in the Consolidated area in efforts toward joint scheduling and resource sharing.
13. Enclose the center court area of the Northwest classroom building in order to provide a modern facility for the radio/TV program, which would in turn allow the College to begin studio quality radio/TV broadcasts and courses.

PRIORITY 4 - Strengthen the Workforce Development Activities at the College -Building upon the leadership success of the College in workforce development, increased emphasis will be placed on this priority:

1. Promote initiatives which will encourage drop-outs and/or welfare recipients to complete their schooling.
2. Develop short-term training for business and industry through the auspices of the Center for Business and Industry.
3. Expand the relationships between the Illinois Employment Training Center and the schools and businesses served by Lake Land College.
4. Increase the use of short-term training designed to prepare welfare recipients for work.
5. Increase the offerings in the adult education program and schedule literacy training during hours that are accessible for working families in order to address child care, work, and transportation issues.
6. Establish more integration activities between academic and technology curricula.
7. Incorporate the State Occupational Skills Standards into curricula for which State standards have been developed.
8. Expand the customized training programs for the Center for Business and Industry and hire additional staff when warranted.
9. Expand the partnership courses with the John Deere Company and strengthen the new John Deere marketing program.
10. Continue to increase the opportunities for Education to Careers programs for high school students through the expansion of Tech Prep courses and dual credit enrollments.
11. Design programs that combine GED and vocational training to allow students to learn occupational skills while preparing for the GED.
12. Establish an Agriculture Institute to offer training and short-term courses to the agricultural community.

PRIORITY 5 - Internationalize the Curriculum - The College will begin a comprehensive program to internationalize the curriculum at the College:

1. Appoint a committee composed of faculty members, staff members, and students which will study "best methods" of implementing an International Studies Program at the College.
2. Appoint an International Studies Program Coordinator to direct the efforts of the College and to begin the process of recruiting international students for the fall semester, 1998.
3. Write a plan for an Intensive Language Institute and renovate a portion of the lower level of the Learning Resource Center to provide space for the institute.
4. Reorganize the Division of Student Services to create a Dean of Admissions Services, who would provide administrative leadership for the International Studies Program, Admissions Services, and the Financial Aid and Veterans Affairs office.
5. Develop plans to increase an awareness on-campus of the global economy in which all people work.

PRIORITY 6 - Improve Customer Service - Lake Land College has in the past been seen by students as customer friendly; however, in order to ensure that services to students are monitored and improved, a number of activities will be supported:

1. Establish a help desk to assist staff and students with computer problems.

2. Improve the automatic telephone answering system.
3. Establish plans for the implementation of touchtone and Internet registration.
4. Install a computer imaging system to improve the storage and access of student records.
5. Provide for the purchase of computers at a reduced price through the College Book Store for faculty members and staff.
6. Increase the weekend hours of operation for the Learning Resource Center.
7. Increase the number of open computer laboratories for students.
8. Change the course identification system in order to make it more compatible with course numbering systems at other colleges.
9. Establish a security force to offer protection and comfort to students.

PRIORITY 7 - Continue to Move Toward a Learning College - Recognizing that the first ingredient in a successful educational experience is a learning environment, Lake Land College will take definitive steps to move toward a true learning college:

1. Submit several federal and private grants to obtain equipment and training for faculty and staff.
2. Expand the employee orientation and faculty development activities in order to better educate staff on the difference between teaching and learning environments.
3. Ensure that technology is fully integrated into the learning process.
4. Review course curriculum content to ensure that the learner is emphasized.

LEWIS AND CLARK COMMUNITY COLLEGE

Expand service and programs for the citizens of the entire college district.

.Continue to develop cooperative agreements with other colleges, universities, and associations in order to respond to regional employment demands. Examples include: (1) the partnership between the Lewis and Clark Library System and L&C's Library and Information Technology program; (2) Lincoln Land Community College's Physical Therapy Assistant program; (3) Webster University's Video Production and Radio Broadcasting programs; (4) Regis University's Business Administration program; (5) Greenville College's Organizational Leadership program; (6) SIUC's Industrial Technology program; (7) John Wood Community College; and (8) long standing agreements: Blackburn College, Belleville Area College, Illinois Eastern Community College, andMcKendree College.

.Offer technical skills and abilities to develop multimedia presentations for local social service agencies and industries (United Way, River Bend Growth Association, Olin Corporation, etc.).

.Implement a college-wide technology plan by January 1998.

Enhance the image of the college in the community.

.Design publications (Catalog, Schedule of Classes) to be user friendly and to promote a positive image of the College by January 1998.

.Serve as one of hosts of the biennial Sunrayce, an intercollegiate competition of solar-powered vehicles which runs from Indianapolis to Colorado Springs.

.Upgrade the college's Web Page and links to be more learner-centered by January 1998.

Provide programs and services in response to community needs and desires.

Schedule activities to accommodate students.

.Develop an Occupational Assistant Training Program for implementation by FY 99.

.To ensure employers that L&C completers are current in program content and experience by designing policies that require students to either be successfully persistent from semester to semester or to complete the program within a specified number of years.

.Improve access to student services through the identification and implementation of a student centered administrative software package (including SPEEDE electronic transcript exchange, a computerized graduation check and degree audit system, and a kiosk student services system) by 2001.

.Design a transfer science course utilizing the distance learning medium in order to reach a larger segment of the population by September 1997.

.Offer an Internet delivered Career Decision Making course by Summer 1998.

Provide a forum for the airing of issues critical to the survival and prosperity of all communities within the district.

.Continue to develop the Education to Careers Partnership that focuses on understandings, partnerships, and alliances between business, industry, labor, and education.

.Continue to air community leaders forum on LCT.

Serve as the cultural center for the region.

.Sponsor cultural events: Ruth Duckworth, sculptor and ceramicist and designer of the "Spirit of Survival" sculpture; GeorgeSiflies, principle clarinetist with St. Louis Symphony? etc.

.Continue to involve the community in special campus attractions (New Year's Eve First Night, Alton Little Theater's productions, Alton Symphony and Youth Symphony.

.Continue to showcase the college's performing and exhibiting artists.

Work together with district public school educators to develop a shared understanding of the value, purpose, and meaning of education.

.Sponsor annual teacher institute for regional education associations.

.Continue to develop the Illinois Articulation Initiative, including general education curricula and majors curricula.

.Expand the district's dual credit program to every high school in the district.

Formalize partnerships with district public schools.
.Continue to strengthen the High School Partnership program.
.Continue to sponsor the annual Computer Bowl competition for regional high schools and colleges.
.Host the annual high school scholars "Silver Medallion" program.

Work with public schools to develop and implement technical preparation programs.
.Continue to sponsor the Worldwide Youth in Science and Engineering (WYSE) Academic Challenge.
.Continue to host the 7th and 8th grade math and science careers program for area girls.
.Continue to offer the summer science program to the River Lands Careers in Science program.

Work with district public schools to develop distance learning systems to serve schools, businesses, and communities within the district.

Provide opportunities for secondary and postsecondary teachers to acquire new technology skills.
.Conduct annual institutes for L&C faculty and high school teachers to share strategies and learn new skills, especially relative to multimedia instruction, Internet, etc.
.Train K-12 teachers in the latest software applications through the College's PC Institute.

Implement alternatives to formal classroom instruction.
.Complete the agreement with Regis University that allows L&C students complete up to 98 acceptable credit hours at L&C and the remaining 30 credits from Regis through cable television's Mind Extension University.
.Require all occupational degree programs to include a cooperative work experience component within the curriculum.
.Implement a for-profit venture for Drafting/CAD Co-Op students to staff by partnering with a district industry by January 1998.

Develop and provide opportunities for present and future work force to acquire new competitive and marketable skills.
.Implement an Associate in Fine Arts degree program emphasizing art, music education, and music performance.
.Implement a cooperative 2+2 agreement in Video Production and Radio Broadcasting between Webster University and L&C.
.Develop and implement a database programming degree program in partnership with a national insurance company by Fall 1997.

Seek to increase enrollment of district high school students in baccalaureate degree programs.
.Develop additional opportunities between L&C and senior institutions to allow students to begin baccalaureate education at L&C before transferring to the senior institution.

Seek alternative sources of revenue through the Lewis and Clark Foundation to provide a margin of excellence in services and programs.

Continue to provide unique facilities and opportunities that enhance the image of students, staff, and the community.
.Involve 75% of the faculty and staff in technology training through the PC Institute, especially focusing on the use of e-mail for reduced paperwork.
.Install 240 new Personal Computers as part of the technology plan.
.Relocate the Macoupin County Community Education Center to the Illinois Employment and Training One-Stop Career Center in Carlinville.

- Complete construction on the new science building which will serve students in biology, chemistry, physics, and medical lab technology.
- Continue construction on the new music building.

LINCOLN LAND COMMUNITY COLLEGE

In FY97, the LLCC Board of Trustees established the following priorities for funding and efforts. These goals and the progress toward meeting each are described below:

Priority 1: To improve substantially our facilities, to increase additional classroom/lab space throughout the district in order to meet educational needs.

At the Springfield campus ten classrooms and laboratories in Menard and Sangamon Halls have received new carpet, paint, and classroom furniture. Adjacent main corridors have been painted and carpeted. The Sollenberger Room has been totally remodeled.

In FY97, the college gained 50,740 square feet of educational space:

- Jacksonville, 14,200 square feet
- Litchfield, 12,880 square feet (new facility, plus onerelocatable)
- Taylorville, 2,880 square feet (2relocatables)
- Hillsboro, 5,000 square feet(Farm Bureau Lease)
- Springfield, 14,340 square feet (CAVC plus onerelocatable)
- Total increase in space = 50,740 square feet.

Priority 2: To increase and enhance services to the District in outlying areas.

LLCC has successfully opened centers in Litchfield, Hillsboro, and the Eastside. The college has successfully increased our presence in Jacksonville, Taylorville, and CAVC. We are exploring establishing a Capital City Center and establishing a center in the district's northern region.

Priority 3: To gain ground on our technology deficit, especially in instructional applications.

Substantial progress was made in FY97 in microcomputer-based technologies this past year. Highlights include:

- Installation and configuration of all computer lab and staff PCS at the Southern Regional Education Center in Litchfield;
- Successfully moving all computer and telecommunications technologies from the old to the new Western Regional Educational Center;
- Completion of the LRC Automation Project. This massive project involved configuring over 50 PCS on campus, at the regional education centers and Health Science Technology Center at CAVC;
- Creation of a new classroom computer lab at the Eastern Regional Education Center;
- Conversion of LLCC's PCS to Windows 95, including those in MN-213 and MN-214, and the Office Information Technology/Office Systems Technology classroom labs;
- Creation of a new classroom computer lab for use by the English and Humanities department in M-205;
- Upgrading the Internet system to an improved hardware and software platform, and adding additional dial-in capacity; and
- Implementation of a plan for upgrading faculty and staff microcomputers.

Priority 4: Providing quality support for the enhancement of student success.

In FY97, Academic Support Services underwent a comprehensive reorganization with the goal of reconfiguring services into a Learning Lab with a one-point-of entry referral system. Goals of the new Learning Lab include the following:

- creation of a seamless system of academic support;
- expansion of academic support services;

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.enhancing fiscal and administrative support for the program; and
·providing leadership necessary for student success reforms.

LLCC continued and has expanded efforts to cooperate with upper-division colleges and universities to enhance student success at the transfer institutions. Close cooperation efforts focused on strengthening ties between UIS and LLCC. These efforts have resulted in a joint Rural Education and Technology Center and a joint planning effort for the implementation of the first two years at UIS. The conclusion of an agreement between Western Illinois University and LLCC formally establishes recognition of LLCC's Honors program with guarantees to LLCC Honors completers for admission to WIU's Honors program with recognition of courses completed at LLCC the first two years and application toward meeting Honors graduation requirements at WIU.

Priority 5: To provide adequate resources to existing programs; to provide additional resources for growing programs; and to add new programs and activities that help us achieve our mission.

The following projects and activities have resulted from these efforts:
·creation of a new computerized English and Humanities classroom;
·establishing a center of teaching excellence with technological and staff support for new teaching initiatives, in particular, those using the new technologies;
·establishing the Curriculum Innovation and Development Grants program that provides grants for faculty curriculum development initiatives such as Writing Across the Curriculum project;
·provision by the LLCC Foundation of up to 50% of those funds donated by faculty, administration, and staff for grants to enhance instruction. In FY97, funds for this initiative amounted to approximately $12,000.
·increasing professional development funds to approximately 1.9% of the budget;
·upgrading and replacing outdated equipment, especially in instructional settings: audio visual equipment; student identification system; and other non-technological equipment.

Priority 6: To achieve excellence in education.

The following initiatives and projects represent some of the effort on this priority:

.continuing review and revision of LLCC's general education curriculum. The new Catalog reflects full compliance with the IAI Core Curriculum effective summer 1998;
·reallocation of funds to implement the improvements recommended in the review of programs. The Respiratory Therapy Assisting program implemented in part with reduction of one position in the Nursing staff, completed its first full year of instruction. The Occupational Therapy Assisting program has been approved and will offer classes Fall 1997. Implementation of these programs is in response to specific occupational demands;
.The academic assessment plan, cycle 1, was successfully completed in fulfillment of accreditation requirements;
·LLCC has completed a comprehensive reorganization effort designed to improve the delivery of programs and services.

Priority 7: To gain adequate new resources to meet long-term goals.

In FY97, the college obtained the following new resources:
·The LLCC Foundation has contributions supporting programs, facilities, equipment needs, and scholarships;
·USDA—Rural Business Enterprise Grant award in the amount of $1.5 million;
·Special appropriation from the Illinois General Assembly for the RETC, in the amount of $1.5 million;
·Special appropriation from the Illinois General Assembly for the remodeling ofCass Gymnasium, in the amount of $300,000.

JOHN A LOGAN COLLEGE

Based on the established program evaluation process at the College and on the dictates of delivering improved services within the College district, the following priorities have been developed by the Planning Council. These assumptions and the resulting priorities have been developed from the operational plans that have been submitted by the component units of the College and summarized by the three College officers. Short-range objectives and priorities are those the Planning Council feels should be implemented within the next year. Included below are the updates to the short-range objectives submitted by the College in FY97 and new short-range objectives identified for FY98.

Short-range Objectives and Priorities For FY97 and Progress in Accomplishing Objectives

Recruitment and Retention of Minority Students:

The College should continue to recruit and retain minority students as an ongoing process. Academic assistance and cultural activities must be combined and improved for all minorities enrolled at John A. Logan College. The Minority Transfer Center, established in 1 993, must be evaluated periodically to determine the overall effectiveness of the programs.

> *The Minority Transfer Center has played a major role in assisting the College to recruit but, more importantly retain, students of color. The College has acknowledged the crucial role of the Center by expanding its space to make the Center's resources accessible when the Coordinator is otherwise engaged. This expansion of the Center also provides a place for students to meet with visiting university representatives when on campus.*
>
> *The College recently changed the reporting line of the Center from the Director of Student Support Services to the Dean for Student Services. The College also began a four-year plan to incorporate the Coordinator's salary into the campus budget.*

Workforce Training:

John A. Logan College should continue its efforts to provide education, training, and retraining for personnel employed at businesses and industries in southern Illinois through the Center for Business and Industry.

> *The Center for Business and Industry has increased the number of current employees who participate in retraining classes and workshops. In addition, the Center has expanded its services by employing two full-time trainers who both offer customized training in computer software programs. Both of these trainers are located on-site for added convenience to the businesses and industries they serve. One is located at the Southern Illinois Health Care Corporation Office and the other is located at Maytag.*
>
> *The Center has added a new feature this year which has proven to be very popular with business and industry. We have trained two full-time employees in ACT Job Profiling. Both of these employees are working with businesses conducting job profiles and testing*

International Education:

The College should continue to expand its effort in the International Education Program. Initiatives need to be continued in internationalizing the curriculum, establishing cooperative agreements, studying the feasibility of opening admissions to foreign students, and providing the necessary support services and personnel for such an endeavor.

> *Internationalizing the curriculum activities continue on an annual basis with up to two faculty members selected to develop modules for new or existing courses. Recently, this has included projects in nursing, child care, and two new courses in Asian philosophy and Latin American culture and civilization.*
>
> *The cooperative agreement with Jilin Teachers College in Jilin, China, will result in the f first faculty exchange in 1997. Two John A. Logan College faculty members will teach in Jilin for ten weeks in the spring, and two Jilin faculty members will return the visit from August through the end of the Fall semester.*

Equipment:

To maintain high-quality programs and services to the people of the district, the College should continue to purchase new and replacement equipment.

> *John A. Logan College has continued to purchase new and replacement equipment in order to maintain high-quality programs and services. During FY97 almost $650, 000 of equipment was purchased in the Instructional Division of the College. Much of the new equipment is computers, distance learning equipment, and other high-tech equipment.*

Student Assessment:

Continued growth dictates that the College review its process of accepting students and initiating instruction for them. As part of the admissions process, the College should attempt to improve and expand student assessment by developing a science assessment test and implementing a computer-adaptive test to improve course placement. A comprehensive assessment plan should be developed to accept students, measure their abilities, and provide a program of instruction suitable to their needs.

> *The implementation of a computer adaptive test was delayed, due to inaccurate data from ACT comparing correlated written vs. computer test cut-scores, but the test is now fully functional for mathematics and English. Results win continue to be monitored to assure accuracy in placement. The development of a comprehensive assessment plan was also delayed because of the ACT problem. Work is now continuing on that plan, with an expected completion date of August 1, 1997.*

Academic Advisement:

The Administrative Services Division should continue with the initiative of providing an in-service training and evaluation program for academic advisors, counselors, faculty, and staff for the purpose of improving the delivery of services to the students. Initiatives should focus on a -holistic approach to academic advising, registration, financial aid, and academic support.

> *The Administrative Services Division continued training and evaluation activities for academic advisors and advisement activities. Training sessions for advisors were presented during campuswide faculty development days. In addition, a brown bag luncheon was held to discuss advisement concerns. Advisement tips and relevant information were delivered to advisors in a timely manner through the Advisement E-mail Network and through "Advisement Matters, " the division 's newsletter for advisors. Evaluation activities were expanded to cover not only continuing registration, but late registration as well*

Curriculum Development and Articulation:

To adequately meet the needs of the students, the College should continue to add new programs and courses and revise the present programs and courses in both the Baccalaureate Transfer and Career Education

Programs. Continued emphasis also needs to be given to the complete articulation of all courses and programs through the Illinois Articulation Initiative.

> *Most College programs have been evaluated this past year and some changes have been made to ensure better alignment with the Illinois Articulation Initiative which will be implemented in the Summer of 199$. An intensive effort has also been made at both the College and statewide levels to address some of the general articulation concerns that have developed the past few years. Progress is being made in both of these efforts.*

Faculty:

The College should continue to improve the supervision and evaluation of all faculty, including part-time, non-tenured, and full-time tenured teachers. This includes the successful implementation of the new mentoring program for part-time instructors.

> *Evaluation of full-and part-time instructors has improved tremendously this year. All full-time non-tenured faculty have been evaluated by a minimum of two administrators. Tenured full-time faculty are evaluated on a rotation schedule with one-third of them having been evaluated this year.*
>
> *All part-time faculty who have taught less than 30 hours are evaluated each semester. The mentoring program has proven to be very successful All new part-time faculty are assigned to a mentor, and those second semester, part-time faculty who either request mentoring or who need additional assistance are also mentored*

Grant Development:

To facilitate the grant-writing process, in-service training on grant development and the administration of grants has been implemented and will continue on an ongoing basis.

> *Several meetings have been held concerning grant development and administration but little in-service training has been done.*

Facilities for Disabled Persons:

The College should continue its efforts to make its facilities more accessible to persons with disabilities.

> *As needs are presented, the College will continue to address those needs through the budget process if operational funds are to be used. If substantial needs are identified, it may be necessary to again consider Protection, Health, Life, and Safety funding.*

Student Orientation Program:

There is a need to continue with the development of a comprehensive student orientation program, including an orientation course.

> *The College has developed an orientation program for all new students. A pilot program was conducted in Fall of 1995, and after review, was changed and conducted again in Fall of 1996. Current plans are to expand the orientation to three semesters.*
>
> *The College has completed its Title III work on an orientation class. The result of this effort is a revised PSY110 syllabus which includes those topics deemed appropriate for an orientation course. In addition, several one-hour seminars have been developed for various Career Education programs that incorporate those topics from the orientation course that are not already found in other Career Education courses.*

Health Care:

Health care costs continue to be a major concern both for the College and employees. The committee established to review the College's health insurance should make every effort to find ways to meet health care need in a way that is cost-effective for all concerned.

> *During FY96, the Local Government Health Plan experienced a very favorable claims history. Because of the College 's participation in this plan, we received a 12.2 percent decrease in premiums for FY97. The committee established to review our health care plan and costs will meet again in FY97 to review any rate changes. The College is presently in the first year of a three-year agreement with the Local Government Health Plan. This plan allows for the College to void agreement if an increase of 20 percent or more is implemented.*

Learning Resources:

The College should continue to develop and implement appropriate staff development, library utilization training, and reference/research services to support the necessary course content and instructional strategies to more adequately prepare our students to be aggressive and critical information consumers.

> *Progress continues to be made in preparing our students to be aggressive and critical information consumers. More students have been exposed to a revised system of teaching bibliographic instruction. Eight courses have been revised and pilot* ***tested to include new*** *course content and instructional strategies.*

Recruit Minority Faculty and Staff

The College should continue to make an effort to recruit minority faculty and staff as the College defines its needs.

> *The Division for Instruction has made a sincere effort to recruit minority faculty. During the hiring process last summer, we were fortunate to have hired an extremely well-qualified, African-American English instructor. In addition, we have added several part-time minority instructors.*

Off-Campus Services:

The College should carefully monitor and evaluate the services of the newly established extension center in West Frankfort. Credit classes, business seminars, adult education classes, and a children's program will be offered during the 1996-97 academic year. A system must be established to evaluate the effectiveness of the center in meeting the needs of the people in the West Frankfort area. The results of the evaluation will be used to determine the feasibility of establishing another extension center in the Du Quoin area.

> *Student surveys were conducted for all students enrolled at the extension center in an effort to measure the effectiveness of the programs offered during the Fall 1996 and Spring 1997 semesters. The vast majority of the students surveyed were very satisfied with the quantity and quality of the courses offered although some expressed concern over the crowded conditions of the general classroom. A number of students also expressed interest in expanding the course offerings so they could take a full load. Satisfaction with the quality of instruction was excellent. Enrollment in credit classes as well as continuing education courses has been good.*

Finances:

In statewide unit cost comparisons, the College operates below the state averages cost per credit hour in all categories except in instructional administration, student services, and auxiliary services. Financial controls and costs in these areas should be reviewed as part of the budget planning process.

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For FY 95, the College continued to operate under the statewide averages of cost per credit hour in all categories except academic administration and planning, learning resources, student services, and auxiliary services. The areas of academic administration and planning plus student services increased their deviation from the statewide average from 1994 to 1995.

Personnel Process:

The hiring of new personnel in clerical, technical, and mid-management positions continues to take too long and is fall too time-consuming. The personnel office should establish a pool of qualified applicants from which openings on the College staff could be filled without individually advertising, screening, and interviewing for every College vacancy. The public should be allowed to make application for positions on a routine basis in the personnel office.

The Personnel Office has established a pool of qualified applicants for operational employees. This system has expedited the hiring of persons in this category in the short time it has been in place.

Faculty Development:

The College's faculty development activities need to be expanded to include additional program-specific activities and more on international education.

In addition to broadly based development activities, the College has provided some specific faculty development activities:

Computer-related activities have been provided to faculty members to assist them in including technology in their instruction. Some of them were e-mail, Internet, Word Perfect, and Excel workshops.

Separate half-day workshops were provided to career and transfer faculty members on essential workplace skills and methods for including them in their instruction.

The associate dean in charge of faculty development activities also works with each department chair in providing specific program activities during departmental meetings.

Additional faculty are participating in international activities; three are taking part in exchange teaching programs--one in England and two in China

Safety Training:

The College should provide safety training sessions, training films and programs, along with equipment for employees. This will require additional funds in the department budgets.

The Building and Grounds Department conducted eight annual employee safety retraining programs for grounds workers. Training sessions for custodial staff covered six subjects. Staff are trained in proper use of afire extinguisher and fire hazards, and also in lockout-tagout of electrical switches and panels.

On March 10 and 11, 1997, our annual retraining for CPR and Basic First-Aid will be held for all security, custodial, maintenance, and grounds employees. This yearly training will be mandatory as of 1997.

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Technology Support and Training:

Concerns of College staff related to technology must be addressed. Resources needed to provide support and training should be proposed in the budget process.

> *Responsibility for computer needs as they relate to all personal computer users has been centralized with the LRC network staff. A technician was hired along with student workers to assist the network specialist with this function. In-service training has been provided utilizing funds established in the Business Services Division budget. Due to the ever-changing nature of technology, it is expected that there will continue to be "concerns" in this area and there will continue to be a need to provide resources to address these concerns.*

Alumni Data Base:

With establishment of an alumni office, there is need to analyze existing data sources beginning with the College records and develop a computer data base of alumni by geographic area.

> *To date, accurate addresses for over 8,500 of a total of roughly 10, 000 graduates and certificate holders have been identified. Further research into student record files will take place during the summer.*

Advertising and Marketing Program;

There is a need for the College to establish a well-organized advertising and marketing program to recruit students and effectively promote John A. Logan College. With enrollment at an all-time high and training programs increasing almost daily, a more comprehensive marketing approach is needed.

> *Although plans have not been finalized for a comprehensive marketing and recruitment program, progress has been made. Marketing, advertising, and recruitment needs for the College have been thoroughly discussed with the staff and a tentative plan of action has been established. An additional part-time staff member was hired in July 1997.*

Admission of Foreign Students:

The College should carefully evaluate its admission policy for foreign students. The current policy on admitting foreign students may be inconsistent with College Mission Statement I, paragraph 6, which reads as follows: "To strive to prepare all constituent groups to live and work in a globally interdependent and multicultural society."

> *The College changed the International Student Policy in the Fall of 1996 and foreign students can be admitted to John A. Logan College. There were 11 new international students the first semester, and 15 international students the following spring College staff have been trained on INS regulations and a procedural manual has been developed to ensure College compliance with federal regulations.*

Career Development Office:

The College should continue its support for the Career Development Office established in 1994. The program must be well organized and sufficiently maintained to provide career counseling information for the student. An effort should be made to coordinate the functions of this office and with Job Placement Office.

> *An administrative decision was made in early 1996 to merge the College 's Career Development and Job Placement programs. This decision became a reality in November 1996.*

The two programs previously functioned independently of each other and in totally separate locations on campus. A newly remodeled area now houses the two programs and is referred to as the Placement and Career Development Center.

As a result of combining the two programs and associated personnel and equipment, the office is more visible, better equipped and able to serve the growing needs of students in career and employment-related matters.

The Coordinator of Career Development now reports to the Director of Placement. This change in reporting line helps facilitate the union of the functions.

FY98 SHORT-TERM OBJECTIVES AND PRIORITIES

In-Service Training for Staff:
The College should provide in-service training for supervisors concerning employee evaluation, affirmative action principles, sexual harassment, and prohibitive practices. In-service training is also needed for new employees on policies and procedures important to the operation of the College. Consideration should be given to writing and publishing a personnel handbook for orientation purposes.

Personnel Procedures:
The College should continue to work to establish personnel procedures to meet Equal Employment Opportunity Commission guidelines, which may include an affirmative action plan.

Institutional Research:
In the Office of Institutional Research, there is an increasing demand for surveys. The time involved in compiling and analyzing those surveys by hand will require scanning equipment in order to automate the task and streamline this cumbersome process.

Facilities:
A plan should be established to address the space needs for the interim (until the building project is complete) and for needs that will not be addressed in the building project along with renovation necessitated by the building project. The existing space now occupied by student services personnel particularly assessment, financial aid, and the veterans office is inadequate. Vital services to students could be in jeopardy.

Computer-Aided Instruction:
The increased use and demand for computer-aided instruction requires that the College monitor the effectiveness of all computer labs, assess the need for additional laboratory assistance, and to continue to improve the maintenance of computer software and hardware on campus. Attention also needs to be given to the networking of all labs and classrooms on campus and to the implementation of a complete network management system which will include full network inventory of software and hardware.

Retention:
Although the College enrollment continues to climb, retention remains a problem. The College should establish a comprehensive collegewide plan to address this issue.

MCHENRY COUNTY COLLEGE

1997-98 Priorities

1.Develop the College's Facilities:

- Complete all phases of construction and remodeling associated with the new Center for Advanced Technology and science laboratories, bringing each "on-line".
- In conjunction with the Board of Trustees, review and update, as necessary the Campus Master Plan.

2.Promote Increased Service to the District Region:

- Complete remaining course development efforts and implement a new Associate of Engineering Studies degree program.
- Provide support and assistance, as needed, to the Instructional Divisions leading to the implementation of revised general education course patterns, as provided for in the Illinois Articulation Initiative.
- With the assistance of Information Services, develop and implement a centralized billing system for all internal/external non-student clients served by the College.
- Continue ongoing partnering efforts through the Office of Continuing Education to provide industry-responsive training and education in the Code Enforcement field.
- Capitalize on partnering efforts through the Center for Commerce and Economic Development to implement responsive programming offered in association with the Chicago Manufacturing Association.
- Expand current Adult Education programming efforts, giving particular attention to welfare-to-work opportunities such as an adult-focused Career Advancement Program.
- In collaboration with the EAP Coordinator, increase campus-wide awareness of and knowledge about the potential and prevention of workplace violence.
- Continue ongoing efforts to expand the number of senior colleges/universities providing degree-completion programs on-campus, giving particular attention to providing opportunities for Education majors.
- Continue the current strategy of focusing new occupational program development activities on the identification/exploration of "niche" programs not readily available within the region.
- Continue being an active partner providing resource support, and otherwise participate in area economic and workforce development planning activities developed through the McHenry County Economic Development Commission.
- Continue to broaden Distance Learning opportunities, giving specific attention to increased high school access to shared courses among the participating high schools and collegiate-level courses originated at the College.

3.Further Develop the Use of Information Technology on Campus:

- Complete campus-wide network for E-mail, Internet, and mainframe access within all cost centers, service areas, and offices.
- Increase the number of student work stations located in the Library so as to expand student access to the Internet.
- Review current processes for scheduling campus space, giving particular attention to the evaluation/suitability of available computer-assisted programs.
- Expand current ecology/recycling activities to include making standard forms regularly used on-campus readily accessible in the "Common" file on the campus-wide computer network.

4.Achieve Excellence in Education:

- Provide leadership and guidance to the Outcome Assessment Committee, leading to the implementation of the "post-test" data collection phase of the outcome assessment program.
- Complete critical analysis of experimental curriculum integration models currently being tested and

formulate/adopt a cost beneficial model for future use within the College.

- Broaden the focus of Academy-supported instructional activities to include at least one baccalaureate-oriented discipline.
- In collaboration with the Center for Teaching and Learning and the Office of Continuing Education, organize and offer a minimum of four instructional-related in-service sessions designed for adjunct faculty.
- With the assistance of the Curriculum and Academic Policy Committee, develop a sound process leading to the cost-effective and "niche-based" delivery of Internet-based coursework.
- In collaboration with the Joint Evaluation Committee, complete the updating and/or revision of the current Administrative Evaluation Process.
- In consultation with the Campus Life Union Board (CLUB) complete development of an updated Student Code of Conduct.

METROPOLITAN COMMUNITY COLLEGE

The Allied Health Programming is a priority at Metropolitan Community College. To date, Cooperative Agreements exists with Belleville Area College and Lewis and Clark Community College. Metropolitan Community College has developed two (2) new courses, Orientation to Allied Health and Orientation to Patient Care. The Emergency Medical Technician (EMT) and the Basic Nursing Assistant Programs have been updated according to the Illinois Department of Public Health and include special features designed within the didactics and clinical which upon completion, will enhance employability. Several clinical sites have been established within the District #541 to include hospitals, clinics, private for profit home health business, skilled nursing facility, an ambulance services, and a dental clinic. A variety of clinical sites will provide the students with a well rounded clinical experience.

In line with the developments and initiatives relative to program review, assessment, and institutional planning, the items listed are a springboard for reflection, discussion and implementation.

Priority Statements

Increase Enrollment and Retention

- Increase enrollment rates by 20% over the next two (2) years.
- Execute a system of full academic year enrollment.
- Implement faculty advisement.
- Implement faculty maundering, especially in occupational programs.
- Require 80% completion of general education requirements before enrollment in major courses.
- Enhance the college's transfer student component.
- Enhance an effective component for gainful employment upon completion of programs.
- Maintain a friendly, courteous faculty and staff who are genuinely concerned about the success of students and understand the concept of "Welfare Reform" and its potential impact on our customer.
- Continue to develop strong academic programs that will challenge and meet the needs of the target population.
- Continue support programs which promote student success.
- Continue relationship strategies which encourage student retention.
- Develop an active Student Activities Program.
- Enhance effective academic advising.
- Develop an exit interview with students who plan to withdraw from the institution.

Increase Institutional Efficiency

- Eliminate low-enrolled, job-scarce, technologically archaic programs.
- Increase minimum class size requirement to fifteen (15) students.
- Encourage computer assisted learning in the Student Learning Center.

Underwrite the College's Teaching and Learning Mission

- Retain a full-time faculty member in each major divisional area.
- Re-allocate 10% of the College's annual budget over a three (3) year period to invest in educational equipment and technology.
- Require that all graduates be not simply "computer-literate" but computer competent by acquiring more terminals for classroom use, achieving Internet access, and increasing library online research capabilities from their current level.
- Implementing a competency-based approach to all occupational programs.

Enhance Student Development Potential

- Continue ambitious student activity programs.
- Institute Student Publications: newspaper and literary magazine.
- Institute intramural leagues in volleyball, basketball and softball.
- Create mechanism for the selection of and competition for an "academic bowl" team.

Increase Development of Academic Courses

- Continue in the development of short-term occupational programs per Market Survey.
- Establish a 2+2 Program in cooperation with a four (4) year institution.
- Increase distance learning opportunities to students and in cooperation with sister institutions.
- Continue the review and revisions of the IAI General Education curriculum.
- Expand auto mechanic didacticand clinical experiences.
- Implement the Minute paper concept to be used by all faculty to assess and re-assess if teaching principles are being understood by students.
- Revise and implement a Tech Prep curriculum in cooperation with the Tech Prep Coordinator to include School Districts 188 and 189.
- Develop and implement a pre and post test to monitor the quality of the College's educational guarantee.

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MORAINE VALLEY COMMUNITY COLLEGE

Increase Access, Retention, and Graduation

- Continue and expand cooperation with four-year colleges, universities, and community colleges by increasing the number of joint course offerings and agreements.
- Investigate the establishment of a satellite learning center in an underrepresented area of the college district.
- Develop and expand dual enrollment programs with local high schools.
- Enhance underrepresented groups participation, persistence, and completion rates.
- Continue and expand cooperation with four-year colleges and universities to improve transfer of minority students.
- Expand offerings on the Internet and Distance Education.
- Work with business and industry, health care agencies, and government agencies to form cooperative agreements and consortia that would result in the delivery of programs and services.
- Explore alternative scheduling to increase the accessibility of courses to students.
- Continue to refine the college enrollment management plan, including recruitment, promotion, and retention strategies.
- Develop a comprehensive transition program model from high school to college for underprepared students and underrepresented populations.
- Develop, implement, and evaluate a recruitment-retention plan for District 218 students.

Improve the College's Teaching, Learning, and Working Environment

- Reallocate money in the operating budget to enhance part-time faculty salaries.
- Continue the Learning Challenges grants to promote greater creativity and innovation in academic endeavors.
- Upgrade all administrative systems to handle the year 2000.
- Provide self-registration and student information on the World Wide Web.
- Use the Program Accountability Standards System (PASS) to review the effectiveness of college programs with attention on those with low enrollment and low productivity.
- Deploy technology to increase productivity and efficiency with initiatives such as automated class schedule development, college hardware and software standards, and automated class list availability for faculty.
- Install electronic filing and archival systems for retrieval of documents.
- Further develop the customer service-training program for faculty, support staff, and administration.
- Set up an automated system to maintain personal computers, related equipment, and software inventories.
- Implement a campus-wide Intranet.
- Develop an Academic Advising Web site.
- Develop a plan to make the Academic Progress Report available to students.
- Further develop the Degree Audit as a working document for students.

Achieve Excellence in Education

- Expand the programs offered in the Global Education area.
- Expand offering of the Interactive Learning Center to help faculty incorporate technology into their classrooms.
- Engage in and support statewide studies of student outcomes and success.
- Continue to refine and improve the planning process by integrating planning, priority setting, budgeting, and program review.
- Implement an integrated grants management and planning system.
- Develop an automated tracking system to help evaluate the effectiveness of the Standards Of Academic Progress (SOAP) counselor intervention process.
- Review and evaluate the Student Government Association structure with the intent to increase student involvement.
- Develop and implement the following programs that capitalize on the college's strengths and that respond to

specific occupation demands: Bio-Medical Electronics Technician, AFA in Art Education, AFA in Music, Associate in Engineering Science

Promote Service to the Region/Community

Work with business and industry in the district to identify basic skills needed for employment and incorporate them into the curriculum.

- Implement first-year Education-to-Careers Goals and Objectives.
- Strengthen Tech-Prep programs between the college and local high schools.
- Work with other institutions and regional consortia to promote cooperative offerings and sharing of resources.
- Participate in *American Reads Challenge*.
- Expand the Distinguished Scholar Program, and expand potential scholarship opportunities.
- Implement a computerized matching system to track job seeker resumes to employers, students to community volunteer experiences and lists of job/volunteer opportunities to students.
- Develop and implement an Illinois Employment Training Center satellite for SDA #7/Suburban Cook County, providing access to resources and services fonn- and underemployed individuals.

Preserve and Develop the College's Physical Facilities

- Investigate, evaluate, and continue efforts to build a new instructional facility.
- Install a controllable ventilation system in the warehouse.
- Review and update the college's fixed assets inventory.
- Replace the gymnasium floor.
- Install lighting and dimming systems to improve the presentation system in the Moraine Rooms.
- Replace 750-ton chiller with 500-ton Absorption machine.
- Install campus-wide security system.
- RipRap 111th Street pond.
- Improve outside campus lighting.

MORTON COLLEGE

Improve the Academic Preparation and Achievement of Students

- Increase the number of developmental courses taught in the classroom and supplement instruction with a computerized diagnostic integrated learning system for students.
- Improve the sequencing and effectiveness of all courses, especially those developmental courses which are intended to prepare students for college-level study.
- Improve services that support the transition of students from developmental education programs to academic and career programs leading to a certificate or associate degree.
- Expand assessment services to include diagnostic testing for deficiencies in reading and study skills.
- Ensure that developmental studies courses prepare students to complete college-level curricula.
- Develop and staff a combined Mathematics and Writing Laboratory to strengthen the computational and writing skills of students.
- Strengthen assessment activities and broaden instructional approaches to accommodate various student learning styles and educational objectives.
- Establish annual goals for assessing the academic achievement of students.
- Train volunteer faculty members to serve as mentors to students and conduct a pilot study during the 1997 Fall Semester.

Strengthen Communication with Local Schools and Community Residents

- Improve marketing efforts directed at elementary and high school students by offering "after school" and summer activities designed to increase their awareness of and involvement in educational programs leading to successful careers.
- Work with the local high schools to develop joint educational planning programs targeted at seventh and eighth grade students and their parents to encourage future college enrollment.
- Increase the number of cooperative activities between the college and local school systems, especially those targeted at families and children (e.g., planetarium activities, microcomputer instruction for children, theatrical productions for children, and various College for Kids' courses).
- Develop a series of seminars in conjunction with Life Newspapers which address educational issues of concern to community residents.

Increase Student Access to Academic Programs and Services

- Help students from various ethnic groups understand and assimilate into American culture by developing and offering a citizenship course.
- Identify certificate and degree programs which students could complete through exclusive evening and weekend attendance.
- Develop and promote articulated degree completion programs in cooperation with regional baccalaureate-level institutions.
- Expand mini-semester schedule with a variety of eight-week courses and other short-term training programs.
- Develop instructional programs to meet the employment needs of students, business, and industry.
- Cooperate with local employers to develop career programs leading to guaranteed employment after graduation.
- Promote greater awareness ofworksite educational experiences and training opportunities.

OAKTON COMMUNITY COLLEGE

As the College establishes priorities and looks to the future, several important features should be considered.

- **Planning and Budgeting Process**

In 1995-96 we noted that to improve understanding of capital requests, changes had been made in the formats for documenting and presenting these requests. Summary lists of all similar equipment, e.g., computers, are prepared. In the past individual requests were kept as separate documents, making it difficult to understand the full complement of equipment being acquired. The new procedure also reduces the likelihood of losing individual requests inadvertently. This format proved to be very useful and was continued in 1996-97. In addition, the Associate Vice President for Information Technology and his staff prepared a comprehensive list of all computers on campus and identified those needing replacement or recycling to ensure that all instructional laboratories and faculty and administrative offices had equipment appropriate for the level and power of work executed by user(s) of those machines. This new approach provides for more efficient and accurate acquisition, recycling, and replacement of computers and related equipment.

- **Excellence Funds**

In 1995-96 we noted that each year Oakton sets aside a stipulated amount of money from the operating budget for special projects funded on an annual basis. These Excellence Funds enable the College to respond to emerging needs and to undertake unique projects, sometimes on a pilot basis, without building funding into the ongoing budget of the institution. We noted further that in 1995-96 a thorough review of Excellence Fund projects was performed, and it was determined that a number of projects should be moved into the regular operating budget, recognizing them as ongoing commitments of the institution that need to be supported on a continuing basis. The amount of Excellence Funds for fiscal year 1997 was $100,000; these funds were used for special projects consistent with the original intent of the Excellence Fund approach.

- **Reorganization**

In 1995-96 we noted that one of the president's primary tasks that year was to review the organizational structure and configuration of administrative jobs at the College. A number of changes in both administrative configurations and personnel were made, including:

a) appointment of a new vice president for academic affairs;
b) reassignment of units that previously reported to the vice president for community and administrative services to other vice presidents or the president directly;
c) creation of associate vice president for information technology, with responsibility for both academic and administrative computing, reporting directly to the president;
d) refocusing office of personal services to office of human resources and appointment of new director,
e) shift in reporting line of the sr. director of research, curriculum and planning, who now reports directly to the president;
f) shift in authority for college relations activities to the sr. director of enrollment management and creation of a new, second-level administrative position for admissions;
g) bringing the Institute for Business and Professional Development into the Alliance for Lifelong Learning;
h) incorporation of all instructional units, credit and non-credit, into academic affairs.

In 1996-97 searches were undertaken for two new division deans; the searches are continuing. Instructional departments will be realigned in fall 1997 under a revised division structure in order to bring greater coherence and to foster collaboration among departments teaching in related areas.

Investment in Technology

A multi-year study regarding acquisition of a new, integrated student information system and other administrative applications was concluded in 1996-97 and a recommendation to purchase a system has since received Board approval. At the same time, the reorganization to combine academic and administrative computing under the same administrator, decision to change the College's operating platform, expand the use of technology in instruction throughout the curriculum, and expand the number and variety of technology training opportunities for faculty and staff also occurred. Taken together, these initiatives represent substantial, new and challenging actions for the College. The focus on technology was so important that the College accepted the North Central Association's invitation to prepare a Special Emphasis Self-Study for its accreditation self-study, with that special emphasis concentrating on Technology. By September 1997 the College will have completed its self-study, which will include an extensive chapter and supporting materials that provide a comprehensive examination of the current status and anticipated future challenges relating to technology for instruction and for administration. The NCA consultant-evaluator team that will visit Oakton in October, 1997, will include several members whose special expertise is technology.

Priorities

In 1995-96 we said priorities for 1996-97 would address:

Remodeling the Des Plaines campus and, as needed, furnishing and equipping the Ray Hartstein Campus and new spaces in Des Plaines.

This year (1996-97) remodeling the Des Plaines campus, particularly the library and instructional support services areas, was begun, and most of it is scheduled for completion by the end of the calendar year. In 1997-98 plans for subsequent remodeling will be priorities; areas targeted for remodeling include the Student Center, new adjunct faculty offices, two division offices, and new Career Services Center with Illinois Employment and Training Center satellite office.

Realignment of instructional divisions, with implementation probably taking place in the spring of 1997, and appointments of two new deans.

The search for the deans was reopened in late spring, 1997, with appointments expected in the fall 1997 semester. Division realignment will take place at the beginning of the fall semester.

Explore and implement additional ways to strengthen collaboration and synergy between credit and non-credit courses and programs.

In 1996-97 the College began to co-list selected courses to permit students to register either through the Alliance for Lifelong Learning on a non-credit basis, or through a college credit program. The Executive Director for Continuing Education and Training is now a member of the Council of Deans, which permits greater communication and cooperation between credit and non-credit areas of the College. Also in 1996-97 a long-time tenured faculty member served as acting director of the Institute for Business and Professional Development, the College's office that focuses especially on contract training and on delivering workshops and seminars for workforce development and employee development. A permanent director was appointed during the summer of 1997. She will continue to foster cooperation. The Institute now has an advisory committee with members from theOakton faculty as well as business and industry representatives.

Develop a strategic plan for academic computing that will address such issues as student access from home or work, principles and guidelines to govern the frequency with which upgrades of equipment or software can reasonably be expected, and alternatives for financing technology.

The College's self-study for the North Central Association accreditation is a Special Emphasis study that concentrates on Technology. The Special Emphasis chapter and supporting documents comprise a comprehensive study of technology at the College, including many cements of a strategic plan. The College is not sure if a formal plan for a field changing as rapidly as technology would be as valuable as a dynamic and well-communicated series of focuses studies and decisions.

Make a decision about acquisition of an integrated student information system; the decision will trigger a host of subsequent activities that will be priorities for 1996-97.

In October, 1996, the Board approved acquisition of a system developed by San Joaquin Delta Community College (SJDCC), Stockton, California Renamed OakSTAR (Oakton Student ant Administrative) System, the system can be tailored to Oakton's specific needs. It is anticipated, though not guaranteed, that it will address existing management system concerns such as inflexibility and lack of integration among applications. OakSTAR will actually be developed at Oakton by internal staff members in the Office of Information Technology working with external consultants. The SJDCC system today integrates student information from recruitment to graduation, including admission, assessment, advisement, registration, and degree audit. It also includes tools for scheduling events and courses, faculty load definitions, human resources and payroll and can run on Windows, Mackintosh or Unix machines and communicate to an Oracle database where data are stored.

By the end of the Fall semester 1996, much of the necessary new computer hardware had been purchased and installed. Between January and March 1997, the system was tested and architectural changes made. At the same time, system demonstrations were held so that college employees could become more familiar with the system. Evaluation of the system at that point was positive, and an implementation plan describing the process of making functional changes to suit Oakton's needs, including a time line, was written. At their April 1997 Board meeting, the Trustees approved moving ahead with acquisition and development At the same time, the College is examining two financial systems, one from Oracle and one from PeopleSoft. Either would link with OakSTAR. A decision about the package is expected in Fall 1997 with installation to be completed by October 1998. The College would have to go on-line July 1, 1999, in order to be ready for the year 2000.

In FY97 the College spent approximately $1 million to acquire and begin implementing OakSTAR. It is anticipated that in FY98 $1.65 million will be budgeted and in FY99 another $1.425 million will be budgeted for the system.

Continue to make assessment, using technology, and multi-culturalism key foci for faculty professional development activities.

In 1996-97 a large number of professional development programs, workshops, seminars, and support for off-campus activities were provided to foster professional development activities in the areas of assessment, technology, and multi-culturalism. In 1997-98 they will continue to be primary foci, with particular emphasis being placed on technology training to ensure faculty will be prepared for the College's move to Windows-NT as its standard operating system.

Continue the NCA self study.

This work continued. As noted above, the College is preparing a Special Emphasis Self-Study, concentrating on technology.

We noted that a new priority for 1996-97 would be to intensify activities related to workforce development, working in concert with the Education to Careers Partnership Committee, which Oakton is spearheading; NSERVE, the high school vocational education consortium in the Oakton district; the local private industry council; and businesses in the service area.

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In 1996-97 the College continued to provide leadership for the North Suburban ETC Partnership. The Partnership convened for quarterly meetings, the Steering Committee met a number of times, an ETC Implementation Grant, with the College as fiscal agency, was prepared and submitted to ISBE by April 30, and three summer camps for high school students are planned for 1997. The camps concentrate on careers in health care, electronics, and manufacturing, and combine on-campus activities with worksite experiences at area businesses and field trips to other venues. New leadership for the College's Institute for Business and Professional Development generated expanded programming for workforce development through on-site, contract training and on-campus seminars and workshops. Focus groups and outreach meetings with business and industry are providing both information and linkages to foster high quality, timely credit and non-credit offerings for workforce development. Using ICCB special initiative grants the College engaged in a variety of new initiatives related to workforce development, for example, we acquired state-of-the-industry manufacturing equipment for instruction, supported planning of new instructional programs focused on technology and the World Wide Web, and expanded activities of the Career Services Office.

Six key priorities for 1997-98 will be to:

1. revisit College strategic goals and initiatives for the period beyond the year 2000, including re-examining space needs and exploring phase two construction at the Ray Hartstein Campus—this will be achieved through a new strategic planning initiative that draws on established groups and builds on findings from the North Central Association Self Study and the NCA consultant~evaluators' report to the College;
2. expand programmatic and student support service responses in the areas of workforce development, Education to Careers, welfare to work, and contract and customized training for business and industry;
3. expand the use of technology in both instructional and administrative areas;
4. review courses and curricula and then make appropriate expansions and revisions in content, modes for delivering instruction, and credit and non-credit options in light of the Illinois Articulation Initiative, College goals, and changing student and community demands;
5. address personnel issues, including negotiations, hiring new full-time faculty, retirements, and the Hayes personnel classification system; and
6. coordinate and foster the ongoing assessment of student academic achievement through the formation of a Student Academic Assessment Team, chaired by the vice president for academic affairs.

Foster a Stronger and Healthier Learning Community

- Continue to address additional replacement of full-time faculty positions to achieve a ration of 55:45 full-time to part-time equated contact hours across the College.
- Fine-tune the Operational Planning Process by adding a quality component, integrating academic and institutional effectiveness initiative, and developing planning/prioritizing assumptions that are consensus and data driven.
- Continue efforts to recruita faculty whose composition reflects the diverse population the college serves.
- Develop an integrative developmental educational curriculum for at-risk students unprepared for college-level work.
- Continue efforts to develop retention strategies and academic support services.
- Enhance instructional technology initiatives through faculty/staff training and equipment purchases.
- Identify and evaluate space requirements and utilization of existing facilities.
- Continue efforts to enhance delivery of technical and business training.
- Further develop an efficient and effective school-to-work program.
- Address employer concerns regarding student skill development.
- Continue to develop and expand evening/weekend services.
- Coordinate resource allocation with department chairs to enable equipment purchases.
- Continue to sponsor initiatives related to the integration of vocational and academic instruction for Parkland Faculty.
- Continue development of Lincoln's Challenge programs.
- Continue to review the level of college support in adult education with respect to community and student access to college-level programs.
- Develop a faculty/staff and student peer mediation program.

Foster a greater commitment to quality in education and administration

- Continue to work toward a systems management review/evaluation that results in "working smarter, not harder."
- Continue the improvement of the "user-friendliness" of current Admissions, Records, and Recruitment procedures and forms. Develop additional voice-response applications.
- Implement a plan to expand use and evaluation of alternate modes of instruction such as: interactive video/telecommunications, variable-entry/variable-exit, video and computer interactive technology to simulate and replace current laboratory exercises, and the Internet.
- Review and update the five-year capital development plan.
- Participate and monitor the IBHE/ICCB Illinois Articulation Initiative process.
- Continue to develop and implement three-year plans for improving selected career programs.
- Monitor and review the implementation of the Comprehensive Assessment Program (CAP).

Enhance Parkland's leadership role in postsecondary education and community service.

- Continue to develop a model Center for Excellence in Teaching and Learning.
- Continue to develop a model two-year college international education program
- Plan articulation agreements with District 505 high schools to improve student achievement in high school and Parkland College.
- Continue to college leadership development program until all who wish to participate have been served. Consider other leadership development activities for faculty and staff.
- Continue to respond to Public Act 96-1363 requiring a minimum 40% reduction in solid waste disposal by the year 2000, using 1987 as a reference point.
- Formulate plans for marketing educational guarantees to students, District 505 employers, and to Parkland faculty/staff, in order to ensure that the College's constituencies are aware of the occupational and transfer program guarantees.
- Continue to develop and expand the Lifelong Learners Institute.

- Continue efforts to reach out to elementary-school faculty and students through special programs and activities, such as College for Kids and other youth programs.
- Expand Women's Programs and Services to under-served populations, especially in rural, non-Champaign-Urbana areas.

Achieve and maintain financial vitality

- Continue to study staffing needs and present annual staffing plan recommendations.
- Implement a comprehensive enrollment management system that is data driven and is based on customer-driven, quality principles.
- Effectively advocate the College's needs at the local, state and national levels.
- Implement three-year plans using external funding to support the operation of projects determined by the College and the Foundation.
- Continue to assess the long-range fiscal health of the College.
- Increase the student retention rate to offset decreased/stabilized enrollment of new students.

PRAIRIE STATE COLLEGE

FY 1998 VISION STATEMENTS & STRATEGIC DIRECTIONS WITH INDICATORS OF ACCOMPLISHMENT

The College's Strategic Planning Committee met late in the spring semester to attend a retreat workshop which had two primary goals: (1) to develop four or five *Vision Statements* each with three to four focus points, that will be the major themes for the College's next 5 years; and (2) to develop specific *Strategic Directions* that are related to
the *Vision* themes and will aid in focusing the implementation of the College's vision for the upcoming fiscal year as well as to develop at least one Indicator of Accomplishment for each *Strategic Direction.*

The five *Vision Statements* and the FY 1998 *Strategic Directions with Indicators of Accomplishment* are still a work in progress. The Cabinet members are currently refining these and they will be presented to the entire College community at convocation in August for comment. The Strategic Planning Committee will review them at a meeting in September. With this input, the Board of Trustees will consider the whole strategic planning process at a workshop and provide further adjustments as deemed necessary. The following are the draft *Vision Statements* with their corresponding Focus Points:

(1) INSTRUCTIONAL TECHNOLOGY: CONNECTING TEACHING AND LEARNING WITH TECHNOLOGY

Current well-planned and well-maintained technology is an essential tool in all teaching environments. We must become a leader in the fusion of instructional technology in the facilitation of teaching and learning. We will:

- Acquire and maintain cutting edge technological resources and refit the infrastructures to support those resources.
- Actively engage faculty in processes of integrating technology and resources in all areas of teaching and learning.
- Revise curriculum and teaching strategies to integrate technology.
- Fully ensure student competency in the effective use of available technology.

(2) EDUCATIONAL PREPARATION: ASSURING STRATEGIES FOR STUDENT SUCCESS

Life is a constantly evolving process and we must help students become perpetual learners through educational preparation for academic, professional, and personal successes. We will:

- Promote teaching styles and concepts that facilitate active learning.
- Regularly assess student achievement/outcomes and adjust curriculum as necessary.
- Assist students in developing life-long learning skills.
- Provide easily accessible and user-friendly academic and student services.
- Promote academic standards, integrity, leadership, and positive vales.

(3) COMMUNITY DEVELOPMENT: CREATING AN OPEN CLIMATE FOR COLLABORATIVE LEARNING AND SHARING

Our District is increasingly becoming a global community with rich ethnic, racial religious, and cultural diversities. We must use these differences as aids to learning and teaching and to foster collaborative activities within the College community. We will:

- Provide a campus environment that honors ethnic, racial, cultural, religious, and international diversities.

- Promote collaboration, mutual respect,and civility among the entire College community.

(4) FLEXIBILITY IN PROGRAMMING: MEETING THE DIVERSE NEEDS OF STUDENTS

We must adopt alternative delivery systems to accommodate accessibility, provide individualized educational opportunities, and increase flexibility in support services for students. We will:

- Customize education to the needs of the individual student and business client by employing alternate educational formats--individualized, modular, life experience credit, and 24-hour access.
- Create standards for credentials that recognize life experiences as a basis for credit toward certification.
- Provide enhanced opportunities for student acceleration and dual enrollment.
- Recognize differences among learners and work to meet their special needs.
- Respond to the adult education needs of our district communities (business, younger, older, vocational, academic).

(5) ECONOMIC AND EDUCATIONAL PARTNERSHIPS: MAKING LOCAL & GLOBAL ALLIANCES

The College is a catalyst for economic and educational growth for the Chicago Southland region. We are committed to expand economic and educational partnerships with businesses, other colleges, and community-based organizations. We will:

- Actively build partnerships with area businesses and industry and articulation agreements with educational, institutions.
- Integrate education and business by providing more workplace experience, service training, and mentoring.
- Identify legislative issues and take an active stand to guarantee our constituents enhanced growth and development.
- Serve as a community resource for positive social change and creative economic solutions.

REND LAKE COLLEGE

1. Upgrade effectiveness of advising system.

In part because the College received both a Title III and a Title IV grant, serious effort and resources will be expanded to improve the effectiveness of the college's advising system. Title III includes money for a full-time programmer, and this person's first objectives will be to provide instantaneous transcript, registration and audit for each advisee. Better supervision, better training and regularly scheduled meetings of faculty advisors are also intended. On the hardware side, the college is using its infrastructure grant to install fiber optics. Money from various sources will be spent to provide adequate computers networked to all the advisors.

Objectives
A. Software
    1. Instantaneous registration
    2. Instantaneous transcript
    3. Instantaneous degree/certificate audit
    4. Specify major and current advisor on transcript atime of each registration.
B. Hardware
    1. Upgrade computers to handle advising/registration software.
    2. Install fiber optic backbone.
    3. Network all advisors, counselors and student services.
C. Administrative
    1. Schedule training for all advisors early in school year (files, JAI, 2+2, etc.).
    2. Schedule regular meetings for the entire year.
    3. Assign each student to a specific advisor, not to be changed except at student's request.

2. Develop programs for new Aquatics Center.

Current estimates call for the Aquatics Center to be ready for use by spring semester. Courses and policies need to be developed to maximize college and community use of the facility:

A. Credit courses
    - update existing swimming courses.
    - develop and get approved for courses in scuba, life guarding, water safety, aquatic aerobics, and specialized aquatic aerobics for hydrotherapy.
B. Develop a membership policy for district residents.
C. Work out an agreement with Conservation Department for resort guests to have access.
D. Develop policies to cover use by other civic and charitable organizations - law enforcement, Red Cross, etc.

3. Renovate and expand current Administration Building to create an intake center and sufficient administrative space.

Currently our administrative facilities are insufficient. We actually have people housed in former storage areas and supply closets. Registration has been centralized to some extent, but it is not yet a "one stop" process.

A. Develop a blueprint to redo the Administration Building and connect it to the Student Center. Plan should allow space for administration, business office, MIS, student services and bookstore, and may re-allocate exiting space in Student Center and Administration Building.
B. Obtain funds by transferring from existing insurance reserve bond.

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4. Raise sufficient funds through the Rend Lake College Foundation for a Child Care Center.

   Currently, Rend Lake is one of the few, possibly the only, two year college in Illinois without one.

5. Revamp and improve the Faculty Development System using Title III funds.

   Our faculty should be provided with better long-term opportunities to learn to use available technology and new teaching techniques. We are behind in incorporating outcome assessment in many areas. Exposure to new methods and techniques, and access to funds and training are haphazard. The Title III grant also provides funds for some released time for faculty to develop new methods, courses and materials.

   A. Hire a full-time Faculty Development and Educational Tehnology Specialist.
   B. Create a Faculty Development Center.

6. Implement the Career Center developed in FY97

   The center will help find jobs and help students make better career choices. Our goal is for at least 1,000 students to use the Career Center in FY98.

7. Develop Horticulture Program.

   Our goal is to develop Certificate and MS Degree programs in Horticulture.

8. Outcomes Assessment

   The faculty is revisiting and developing an outcomes assessment plan to be piloted in FY99.

RICHLAND COMMUNITY COLLEGE

During the 1996-1997 academic year, a North Central mandated Comprehensive Institutional Effectiveness Plan which assessed institutional quality and effectiveness in quantifiable terms was updated. The plan built upon the Priorities Statements that were developed in the revised Institutional Plan of 1995 which was reported upon in the last Program Review Priorities Statements. The updating focused upon a measuring of the success of the College in achieving the results sought in the Priority Statements

Primary Goal—The College shall continue to improve upon the high quality and effective services provided to all students.

- Through a Graduate Satisfaction Survey 85% of the graduates were satisfied with Student Development and Services and 90% were satisfied with the College as a whole.
- Through the same survey, 85% of graduates expressed satisfaction with student services and programs.
- Access and equity were to be measured by the High School Enrollment Report which showed that 25.5% of high school graduates of District 537 would enroll in Fall 1996 semester. This approached the College's goal of attracting 30% of the graduates.
- The College sought an 85% student satisfaction rate with the New Student Orientation Program and, through the Orientation Evaluation Form, students expressed a 95% satisfaction rate.
- The College sought a 90% utilization rate of the slots available at RCC Child Care Services and achieved a 95% utilization rate.
- The College used Transfer Reports to reveal that students successfully transferred, achieving a 2.82 GPA compared to a 2.71 native student GPA at their respective transfer institutions.

Primary Goal—The College shall continue to be successful because of superior teaching; the College reaffirms its commitment to quality instruction, to involve students as "active" participants in the teaching process, and to enhance the transfer, vocational, occupational, and career education offerings.

- The College will continue to develop a plan to measure the exit literacy abilities of degree-seeking students and the workplace skills competencies of all vocational programcompleters.
- Degree competency requirements for AAS degrees and certificates have been developed using performance objectives created using SCANS competencies and faculty input.
- Degree competency requirements for AA and AS degree students have been measured using performance objectives coinciding with general transfer requirements established by the Illinois Articulation Initiatives and approved by the ICCB/IBHE.
- Graduate employment has been targeted by the College at 80% of the students completing the AAS degree. According to the resumed Occupational Follow-up Survey, 89% of those students were employed and 63% had transferred according to the Transfer Graduation Follow-up Survey.

Primary Goal—The College reaffirms its commitment to provide quality educational programs and community offerings, enhancing the continuum of lifelong learning and transitional opportunities for individuals, businesses, and other entities throughout the District.

- The percentage of business/industry satisfaction with training programs offered was measured by a business/industry satisfaction questionnaire which revealed a 95% "satisfied" rate.
- The number of distance learning courses has increased over the target; while 8 were projected, 18 were taught in the initial offering and 20 were offered in Fall 1996. This number will increase with the addition of a second distance learning room on the main campus networked to two new District sites.
- Student course evaluations revealed a 90% satisfaction rate of students completing Lifelong Learning courses in the Fall 1996 term while enrollment that term exceeded the previous year's fall term by 20%.

Primary Goal—Entering students who are not ready for college-level study shall be provided appropriate college preparatory programming of excellent quality.

- An effectiveness rate of 60% of students placed into developmental courses who achieved a "C" or better was surpassed by a rate of 67% "C" or better in English and 78% in math. A completion rate of 74% in math and 81% in English surpassed the targeted rate of 60% as well.
- The College has targeted a satisfaction rate of 85% of students who complete course evaluations for developmental courses and is in the process of developing this element of the course evaluation form.
- Ten alternative learning modules were to be developed to allow alternative, open-entry, one-credit courses to develop specific skills. In response to expressed needs, 46 courses of this pattern have been developed and approved by the ICCB.

Primary Goal - The College is committed to providing efficient and effective academic and administrative support services and appropriate physical facilities.

- The College sought an 80% satisfaction rate with the Kitty Lindsay Learning Resources Center s academic support services, but the Student Academic Support Service Questionnaire revealed a 96% satisfaction rate.
- The College sought the same 80% satisfaction rate with the LRC by faculty. but 100% responded that the services were "strong."
- Each semester it was targeted that 50% of students surveyed would have used the Kitty Lindsay Learning Resources Center academic support services. but 70% used them.
- The College sought a 90% accuracy for revenue/expenditure projections in its 5 Year Financial Plan but achieved a 96.7% revenue accuracy and a 96.7% expenses accuracy result.

ROCK VALLEY COLLEGE

Note: 1996-1997 priorities and current status are listed in Section 2.3 of this report

Computers and Technology

- Implement DATATEL Student Information System in preparation for full use in November 1998.
- Install and implement Mustang Wildcat Intranet software for use in classroom instruction by Fall 1997, with expansion of user base and link to Internet by Fall 1998.
- Install wireless local area network in Fall 1997 in instructional facilities to facilitate course delivery and use of Internet in classrooms.
- Install a wireless wide area network connection between the College campus and off-campus facilities in Fall 1997.

Facilities, Health and Safety

- Convert Bell Building into Vocational Skills Center by Summer 1998.
- Remodel lower level of Classroom Building I to increase number of available classrooms by Summer 1998.
- Retrofit existing windows in selected buildings.
- Finish replacing exterior wood doors on remaining buildings.
- Repair structural leaks in Physical Education Center locker room, and the Classroom Building II roof.
- Replace Educational Resource Center entrance stairs.
- Comply with ADA transition plan concerning: classroom work surfaces, signs, door hardware, public phone stations, restrooms, chair lifts, bus stops and access ramps.
- Retrofit lighting fixtures in the Physical Education Center, renovate Student Center chandeliers with a dimmer system, and retrofit exit lights throughout the campus with new LED light sources.
- Renovate electrical distribution systems in Buildings E, F and G.
- Feasibility study to:

  -Renovate the outdated pneumatic controls in remaining buildings.
  -Resurface the aviation parking lot.
  -Replace the airport hangar door.
  -Renovate selected science labs.
  -Renovate exterior lighting at Bell building.
  -Repair selected underground piping.

- Improve the outside entrance to the Studio Theatre to be more air tight for patron/actor comfort. Install a ventilation system in the loft area of the barn to improve the hanging life of the costume collection.

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Academic Programs/Courses/Services

- Target delivery of at least two online distance learning classes on Internet, and begin at least two telecourse options.
- Expand use of new LAS computer classroom to include mathematics and biological sciences by Spring 1998.
- Conclude Honors Program development and begin Program Fall 1998.
- Expand college transfer courses delivered in the high school from 1 to 4 by Fall 1998.
- Develop journalism production courses for college newspaper by Spring 1998.
- Conclude feasibility study for self-paced mathematics courses and begin similar study of 8-week instructor-led classes in various disciplines.
- Examine and recommend a computer-based replacement to the college's math/reading/English placement testing and conclude revision of holistic English essay component of these tests.
- Begin feasibility studies of new courses/facilities for ceramics, fitness, and performing arts.
- Develop and begin implementation of a target marketing service plan to increase college market share of underserved populations.
- Conclude "dual enrollment" agreement with major transfer institutions.
- Implement courses to enhance skills of nursing assistants to meet newly defined needs of local health care providers.
- Continue efforts to integrate curriculum with and among disciplines.
- Develop and implement a regional surgical technician program.
- Expand community college affiliations with Northern Illinois Manufacturing Extension Center operated by Rock Valley College to include Highland Community College, Sauk Valley Community College and Black Hawk College.
- Continue to foster articulation of Associate in Applied Science degrees in technology and nursing to four-year schools such as Northern Illinois University and St. Anthony School of Nursing.
- Review and provide recommendations for changing the Quality Engineering Technology program to meet the needs of local manufacturers.
- Develop and implement a marketing program to increase enrollments in vocational- technical programs.
- Expand youth apprenticeship program offerings possibly to include automotive technology and welding technology.
- Expand services of Small Business Development Center (SBDC) to small to mid-sized manufacturing companies and affiliate SBDC with Northern Illinois Manufacturing Extension Center.

- Explore/investigate new initiatives/programs to support the changing needs of regional health care providers.

- Form a consortium with other local higher education providers and key non-profits to coordinate and develop training and education programs for area non-profits.

- Expand offerings of programs that educate area businesses regarding all aspects and handling employees with disabilities or hiring physically and mentally challenged individuals.

- Commit to expanding international travel programs and opportunities.

- Expand educational offerings for area fire service personnel.

- Commit to the further growth and development of the Center for Learning in Retirement.

- Complete the review and revision of the dental assistant program curriculum to become effective in fall 1998.

- Continue to expand Continuing Education off-campus courses to minority students with the cooperation of area school districts.

- Move three employment and grant programs (Dislocated Worker Program, Opportunities/Fresh Beginnings, Refugee Training Program) to the local Illinois Employment and Training Center (IETC).

- Define contractual relationship between Rock Valley College and the Rock River Private Industry Council as it relates to the Dislocated Worker Program.

- Investigate new sources and expand existing sources of grant funds for the Office of Employment and Grants.

Board of Trustees, Organization and Personnel

- Begin the search for a new vice president.

- Review administrative organization of the college by the new president.

- Establish long-range planning process.

- Orient Board of Trustees on master contract between Board of Trustees and Faculty Association.

- Implement an enrollment management system.

CARL SANDBURG COLLEGE

Institutional Focal Points and Goals
(1997-98, 1997-2002)

I. Fiscal Responsibility - Develop and implement a collegewide revenue enhancement and expenditure control plan that will continue to the fiscal solvency, yet will maintain the quality of services

   A. Establish/maintain an operating fund balance equal to 5-6 percent of the previous year's adopted budget.
   B. Develop institutional shape/make-up that best addresses long-range fiscal concerns.
   C. Enhance the college comprehensive risk management program.
   D. Expand external/grant funding to develop all aspects of the college operation.
   E. Establish/maintain a competitive compensation program to enable the college to attract and retain a quality workforce.

II. Growth Through Operating Efficiencies and Productivity

   A. Promote growth on a program-by-program basis.
   B. Promote growth and instruction inunderserved areas.
   C. Promote growth and operating efficiency through budgetary reallocation.
   D. Promote credit-hour production through program efficiencies.
   E. Promote and facilitate growth through the development of human resources.
   F. Develop institutional shape/make-up that best addresses concerns for program growth, program efficiency, and program stability.

III. Communications - Facilitate the flow of information to both internal and external constituents

   A. Maximize institutional marketing and recruiting.
   B. Improve the flow of information (timeliness/effectiveness)
   C. Ensure College compliance with legislative/regulatory mandates.
   D. Develop institutional shape/make-up that addresses long-range communications concerns.
   E. Develop an understanding of the role of co-curricular and extracurricular activities within the College.

IV. Quality Instruction

   A. Develop resources to promote quality instruction.
   B. Implement a program for assessing and documenting student academic achievement.

V. Incorporate Emerging Technology

   A. Establish and maintain current technology in academic programs and support functions.
   B. Establish educational training opportunities for College employees.

NOTE: Institutional Focal Points are indicated by Roman numerals. Their accompanying Institutional Goals are noted by capital letters.

SAUK VALLEY COMMUNITY COLLEGE

Sauk Valley Community College's annual priorities are driven by the College's strategic plan. The strategic plan commits Sauk to excellence and sets three general goals: l) to cultivate the excellence that already exists at Sauk; 2) to market that excellence; and 3) to expand the financial base so that Sauk may continue that excellence.

The FY 1998 priorities based on the Strategic Plan are broad and cross-functional in nature. These priorities are grouped into eight concentrations: Students, Instruction, Human Resources, Governance, Marketing, Outreach, Finance, and Facilities.

Group One - Students

Annual Priorities

1. Evaluate the PSY 100telecourse.
2. Intensify student awareness of personal counseling services.
3. Evaluate "walk-in" counseling.
4. Enhance communications with the Hispanic Community.
5. Develop a transitional program for on-campus GED students.
6. Pilot and evaluate a career component within PSY 100 for undecided students.
7. Revamp HSV110, Career Decision-Making, with possible inclusion of job shadowing.

Group Two - Instruction

Annual Priorities

1. Convert over 100 course outlines to an outcomes-based format.
2. Articulate a 2+2 in Social Work with W.I.U. and the University of Illinois.
3. Explore additional 2 + 2 opportunities with Mt. St. Claire and other colleges/universities.
4. Develop a model for instructional evaluation to be used for all credit courses.
5. Analyze instructional technology needs and seek additional sources of funding.
6. Prepare a technology-based learning, marketing brochure for area businesses.
7. Explore the feasibility of connecting high schools with distance learning and Internet.
8. Prepare to offer courses on the Internet.
9. Begin staff development program to prepare teachers to take advantage of the latest educational technology including the Internet.

Group Three - Human Resources

Annual Priorities

1. Develop a five year Staff Development Plan for all employees.
2. Develop an orientation program for part-time faculty.
3. Revise the Employee Handbook for support, professional, and administrative staff.
4. Develop a Supervisors Handbook.
5. Develop and implement strategies to promote wellness.
6. Develop a five-year plan for anticipated personnel needs.
7. Develop a transition plan to address the needs of individuals with disabilities.

Group Four- Governance

Annual Priorities

1. Develop and document budgetary considerations to implement the operational plan.
2. Seek input from collegewide staff to improve effectiveness.
3. Prepare a list of questions which can be incorporated into a district-wide needs survey.
4. Invite legislators to spend time on campus to observe activities related to programs.
5. Evaluate the effectiveness and efficiency of the institution's organizational structure.
6. Encourage all staff to assist in maintaining a positive climate for student success.
7. Strengthen the ties between instructional services and student services.

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Group Five - Marketing

Annual Priorities

1. Evaluate the Honors Credit in Escrow Program.
2. Develop marketing plans for targeted groups (e.g., Latinos, Single Mothers).
3. Activate the Banner system recruitment module.
4. Evaluate value of a three-hour tuition waiver for the first course for returning adults.
5. Prepare a video highlighting programs and activities.
6. Include job placement statistics in recruitment materials.
7. Coordinate the articulation and admissions of Bureau Valley students.

Group Six- Outreach

Annual Priorities

1. Enhance linkages with community-based counseling facilities.
2. Encourage utilization of full-time faculty at off-campus sites.
3. Evaluate the feasibility of establishing a Rock Falls site for ABE/GED/ESL.
4. Improve collaboration between Community Services and academic divisions.
5. Seek input from the instructional area to improve services throughout the district.

Group Seven - Finance

Annual Priorities

1. Activate and provide training on the Banner system payroll module.
2. Review current personnel benefitcoverages for strengths and weaknesses.
3. Monitor Property Tax Extension Limitations legislation for effects on funding.
4. Consider advisability and timing of a proposed tax referendum for the O/M fund.
5. Increase efforts in seeking grant funding.
6. Implement the software package for data management for the Foundation.
7. Plan tuition increase for financial stability as needed according to forecasting document.

Group Eight - Facilities

Annual Priorities

1. Seek approaches to maximize facilities utilization and to generate income for the College.
2. Develop and implement an effective energy conservation and reduction program.
3. Develop and activate acollegewide safety and security committee.
4. Develop a campus signage program.

Improve the College's Teaching and Learning Environment

. Continue to expand staff development activities and provide the resources for improving the skill level of all employees through workshops, seminars, and conferences, with a focus on skill development in the area of computer technology and the Internet.
. Purchase and install Windows N-T campus network which will allow access to the Internet in all computer labs and offices as well as access to student records by faculty for counseling purposes.
. Expand the distance learning opportunities for students by adding two new interactive telecommunications classrooms to the college's network, and by offering several classes via the Internet.
. Continue to upgrade and expand the college's computer labs.
. Upgrade approximately 10 on-campus classrooms to the level of technologically "smart classrooms".

Increase Recruitment and Retention

. Reallocate the resources to effectively implement the recently completed marketing and retention plan.
. Continue to expand efforts to improve on the success of at risk students.
. Continue to work with universities in the region for the successful transfer of all students, but with a focus on minority students.
. Provide additional resources to students through expanding the scholarship program and student work opportunities.

Achieve Excellence in Education

. Provide the resources necessary to implement two new programs of study for FY98, Power Systems Technology and Computer Technician.
. Expand services available through the Learning Resource Center to students, faculty and the community.

Promote Community Services

. Establish the college as the Community Training Center for the American Heart Association.
. Provide short-term training opportunities for public aid recipients who will be exiting public aid programs.
. Provide technology training to the public schools in the region.
. Increase distance learning opportunities to the public schools through the Internet and interactive telecommunications network.

Physical Facilities Upgrade

. Complete the planning for the new building additions and improvements to the main campus scheduled to be started in FY99.
. Implement the campus beautification plan.
. Complete the modification of the boiler system from fuel oil to natural gas.

SOUTHEASTERN ILLINOIS COLLEGE

The Administrative Council began the strategic planning process during the Fall 1996 semester. In January 1997, a Board of Trustees Planning Retreat was held to continue and refine the planning process. Before and after the planning retreat, faculty and staff had opportunities to be involved in the planning process for fiscal year 1998. The Priorities Statement is an outgrowth of this planning process.

Strengthen Recruitment, Retention and Student Success

- Develop an overall marketing plan for the College.
- Implement the plan for assessing learning outcomes based on the North Central Association review and suggestions.
- Expand the recruitment/marketing of the humanities areas as new Humanities Building and Theater.
- Expand the recruitment/marketing of the technology (career) area through the use of special scholarships.
- Expand the Child Study Center by adding an Infant Care program.

Complete and implement Federal and State Mandates

- Implement the transition plan for the Americans with Disabilities Act.
- Continue training all personnel in local, state and federal mandated training.
- Monitor and implement necessary modifications for compliance with E.P.A. regulations.
- Complete an Institutional Self-Study in preparation for the North Central Association visit in March 1998.
- Obtain a license from the state of Illinois DCFS for the Child Study Center

Modify the curriculum to maintain currency and compatibility with needs of college clientele

- Continue to become more responsive to student/client needs (such as need for classes dealing with the Internet and Windows 95).
- Expand the customized Business and Industry training programs. Provide certificates of completion.
- Continue to work with local school districts and other agencies to develop the area of telecommunications network (distance learning) made possible through the Illinois Board of Higher Education.
- Work closely with the Southern Illinois Collegiate Common Market to complete the necessary development of the telecommunications network (SITN) training, to lower telephone line costs and to improve the overall maintenance costs.
- Continue to strengthen articulation and develop the transfer process for our students.
- Continue to develop articulation and tech prep potentials with the two area secondary vocational systems.
- Participate in the Illinois Consortium for International Studies and Programs (ICISP), including at least two faculty exchange visits.

Strengthen the institution's focus on excellence in instruction and services

- Encourage and support the Professional Development Committee to provide increased professional development activities at the College.
- Continue the Information Technology Committee for the purpose of planning for the future informational technology needs of the College.
- Work closely with the College Foundation Board and Director to maintain cooperative working relationships to enhance campus/education development.
- Refine and develop a more comprehensive volunteer program for Southeastern.
- Complete and include in the personnel file an annual inventory of administration, faculty and staff mandated training and professional development activities.
- Support the continued development and tradition of excellence with student intercollegiate and academic competitive teams and organizations.

Strengthen efficiency in the operation of the College

- Initiate activities necessary to ADA modifications in Buildings A, B, C and T, complete the roofing of buildings A, B, and C, and begin resurfacing of the parking lots that have need.
- Begin development of a college Master Plan for 1997-2000.
- Update and monitor plans for improving routine cleaning and developing the campus grounds.
- Develop and implement a computer based inventory system and procedures to continually update capital equipment and general stores supplies.
- Connect the sales/inventory system in the college bookstore to the database in the AS400 computer system.
- Establish a committee to develop and recommend to the President a plan for campus landscaping.

Continue improving the comprehensive services provided by the College

- Begin planning for development of the White County extension center on the recently acquired property in Carmi.
- Provide necessary support for the College Foundation in establishing an Alumni Association.
- Expand community services in areas such as recreation and tourism.
- Develop a Business Office Procedures Manual on purchasing, requisitions, billing and travel reimbursement.
- Provide employee-in-service training programs.
- Work cooperatively to network programs and services with other agencies such as the Regional Education Office, Unit District Superintendents and Chambers of Commerce.
- Continue to hold public hearings (Focus Groups) in communities throughout the College district.

SOUTH SUBURBAN COLLEGE

1. *Workforce Preparation*

Implement the plan of the local Education-To-Career Partnership.

Expand and publicize the role of IETC Satellite located at SSC.

Continue academic integration in the areas of math, English, biology, and speech.

Integrate SCANS skills into the learning objectives of career education courses.

Establish a college-wide committee under the leadership of the Dean of Career Education to examine and make recommendations on Workforce Preparation issues. This committee will have representation from the counseling area, Career Planning and Placement, the Job Training Department, Community Education (i.e., adult education), and the Business and Career Institute.

Expand the role of program advisory committees by linking them with the local ETC partnership, asking them to identify SCANS skills, adding high school faculty to their membership.

2. *Retention, Recruitment, Access*

Establish a mentoring program for high-risk minority males.

Develop a program to assist new students in the transition to college life.

Increase the number of athletic teams to allow participation in minor sports that have a strong local following.

Co-sponsor a college fair with local churches.

Refine the financial aid process by increasing student services in this area.

Review current curricula and update as needed to match the Illinois Articulation Initiative requirements.

Rewrite the new student orientation material to prepare students for the expectations and responsibilities of collegiate life.

3. *Assessment*

Prepare a Self-Study document in preparation for accreditation visit the from North Central Association.

Survey student perceptions of quality of SSC programs, courses, and student services.

Implement the student outcomes assessment plan in the area of adult education.
Analyze the results of student outcomes assessment in the areas of nursing and health fitness.

Implement recommendations from the analysis of student outcomes assessment in the areas of allied health, student services, human services, mathematics, physical science, and natural science.

4. *Financial Stability*

Seek external funding to expand the University and College Center to accommodate the educational needs of communities in the western portion of the SSC district.

Operate on a balanced budget for FY '98.

Operate all non-academic programs on a cost recovery basis.

Continue to pursue state, federal, and private grants that are consistent with the mission and goals of the College.

5. *Instructional Technology*

Increase the number of distance learning classes transmitted between the main campus and the University and College Center.

Develop at least three courses to be taught via the Internet and increase the use of the Internet as an instructional tool for other classes.

Deliver instructional technology workshops to faculty allowing them to upgrade or maintain their skills.

Provide instructional technology equipment for faculty and classroom use.

SPOON RIVER COLLEGE

Initiative I. Enhance access to learning, SRC services, and other educational opportunities.

Goal 1: Simplify/refine the admissions/registration process with a focus on enhancing customer service.

Goal 2: Schedule courses and support services based on customer needs, i.e., the adult part-time learner.

Goal 3: Provide flexible learning opportunities that take into consideration barriers faced by students or that remove the barriers (i.e., processes, policies, procedures).

Goal 4: Enhance student access to services through technology.

Goal 5: Design a comprehensive marketing plan that is reflective of all initiatives.

Initiative II. Maintain and improve the investment made by taxpayers in the physical facilities and grounds.

Goal 1: Identify and implement activities that address beautification of facilities and grounds. Implement plans that make the facilities and grounds more welcome and conducive to student and community use.

Goal 2: Implement plans to open and market the Arboretum.

Goal 3: Foster pride and ownership in SRC by making employees aware of their role in keeping the facilities and grounds clean and attractive.

Goal 4: Identify an non-usable areas or inappropriately used areas within all facilities (i.e., student conference room, staff lounge, auditorium) and develop plans for more appropriate and efficient use.

Initiative III. Design/implement constituency-specific services (curriculum innovation and expansion specific to target markets).

Goal l: Increase on-site services for business and industry.

Goal 2: Review the role of SRC departments and extension centers regarding services to business and industry and the development of continuing education. Implement plans to enhance roles.

Goal 3: Enhance the compatibility between programs and business/industry needs and identified specific target market needs.

Goal 4: Implement short and long term plans for certificate and/or degree programs.

Goal 5: Continue to implement and monitor a comprehensive quality assurance program that assesses student learning and institutional effectiveness through a variety of direct and indirect measures.

Goal 6: Implement a system that focuses on performance-based services and programs.

TRITON COLLEGE

Attached are Triton's annually updated Priorities Statements taken from the College's Strategic Plan. These statements focus on both new and ongoing initiatives and demonstrate dollars needed to accomplish these priorities.

STRATEGIC PLAN 2000
FY 1998 - 2000

Strategic Goal	Completion Date *	B	G	U	Estimated Cost
STRATEGIC GOAL 1: Maintain and Increase FY 97 Head Count and Credit Hours *Vice President of Academic Affairs & Student Services*					
Priority #1 Develop an Annual Marketing Plan for implementation that includes all Academic Areas *Judith Widmer*	Annually - Fall				-0-
Priority #2 Reconvene the Enrollment /Retention Committee to plan pilot projects and to discuss the many issues of Retention and Enrollment. *Mary Jo Hall*	Initiative A: May 1998; B: October 1998; C: February 1999	X X X			$ 5,000 $ 5,000 $ 5,000
Priority #3 Identify new programs for development and implementation. *Vice President of Academic Affairs & Student Services*	Annually - Spring				-0-

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*B Cost included in annual budget, G Grant funded U Cost funding source unknown

Strategic Goal		Completion Date *	B	G	U	Estimated Cost
STRATEGIC GOAL 2:	**Continue to Monitor and Improve the Academic Assessment Plan Designed to Improve the Teaching and Learning Process.** *Nancy McNerney*					
Priority #1	The Assessment Committee will monitor and modify, as needed, the various models of academic assessment. *Nancy McNerney*	Annually - June				-0-
STRATEGIC GOAL 2: (continued)						
Priority #2	Host an annual Assessment Fair. *Nancy McNerney*	Annually - November	X			$ 300 annually
Priority #3	Include SCANS competencies in Business, Technology, and Health Careers Programs. *Marguerite Boyd* *Cheryl Antonich*	January 2000		X		$ 7,500 annually

*B Cost included in annual budget, G Grant funded, U Cost funding source unknown

Strategic Goal		Completion Date *	B	G	U	Estimated Cost
STRATEGIC GOAL 3:	**Conduct an Annual Review of All Academic Programs to Ensure High Quality Education While Containing Cost.** *Vice President of Academic Affairs & Student Services*					
Priority #1	Annually review programs for low enrollment and high cost in accordance with the State's PQP requirement. *Nancy McNerney*	Annually - August				-0-
STRATEGIC GOAL 4:	**Upgrade and Maintain a High Level of Advanced Technological Applications for Classrooms, Laboratories and Other Educational Settings.** *Vice President of Academic Affairs & Student Services*					
Priority #1	Maintain an inventory of instructional equipment and software on campus. *Marge Stabile*	Annually - June	X X X			FY 98 $30,000 FY 99 $ 7,000 FY 00 $10,500
Priority #2	Establish and maintain emerging Instructional Technology. *Nancy McNerney*	Annually - Spring	X			$ 300 annually for printing of report $650,000 annually for purch of instruct equip

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*B Cost included in annual budget, G Grant funded, U Cost funding source und

Strategic Goal	Completion Date *	B	G	U	Estimated Cost
STRATEGIC GOAL 5: Provide Staff Development Opportunities on a Wide Variety of Topics. *Emmer Adams*					
Priority #1 Establish training for staff in customer service. *Emmer Adams*	Annually - June	X			$20,000 annually
Priority #2 Provide instructional technology training for faculty. *Marge Stabile*	Annually - June	X			$ 7,000 annually
Priority #3 Provide computer training for all personnel. *Marge Stabile*	Annually - June	X			$ 7,000 annually
STRATEGIC GOAL 5: (continued)					
Priority #4 Provide in-service programs for faculty and staff on availability and access to academic support resources and services. *Kay Langston*	Annually - June				-0-
Priority #5 Provide professional development and recognition for adjunct faculty. *Emmer Adams*	Annually - June	X			$ 8,000 annually

*B Cost included in annual budget, G Grant funded, U Cost funding [illegible]

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Strategic Goal		Completion Date *	B	G	U	Estimated Cost
STRATEGIC GOAL 6:	**Promote Participation in Institutional Governance.** *President Jorndt*					
Priority #1	Continue to develop a vision for the institution in conjunction with the president and provide sufficient oversight to ensure the vision is realized. *President Jorndt*	Spring 1998	X			$ 1,000
Priority #2	Continue to work on the concept that the Board must take a strong role in identifying, defining, and clarifying the authority it delegates and the governance it shares. *President Jorndt*	Annually - June	X			$ 3,000 annually

*B Cost included in annual budget, G Grant funded, U Cost funding source unknown

	Strategic Goal	Completion Date *	B	G	U	Estimated Cost
STRATEGIC GOAL 6: (continued)						
Priority #3	Encourage the involvement of Board members and administration in statewide organizations and committees devoted to educational endeavors. *President Jorndt*	Annually - June				-0-
Priority #4	Update the institution and community on the progress of the Strategic Plan. *Vice President of Academic Affairs & Student Services*	Annually - Spring	X			$ 800 annually
Priority #5	Use a participatory decision making approach in accomplishing the mission of the college. *Vice President of Academic Affairs & Student Services*	Annually - June				-0-
STRATEGIC GOAL 7:	**Improve Academic Support Services to Increase Student Success.** *Vice President of Academic Affairs & Student Services*					
Priority #1	Investigate and make recommendations for: *Kay Langston*					
(1)	A mentoring program for academically at-risk students	Annually - June	X			FY 99 $ 3,000

*B Cost included in annual budget, G Grant funded, U Cost funding source unknown

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	Strategic Goal	Completion Date *	B	G	U	Estimated Cost
STRATEGIC GOAL 7: (continued) **Priority #1 (continued)**						
(2)	Workshops for faculty on developmental education	Fall 1999	X X X			FY 98 $ 500 FY 99 $ 800 FY 00 $ 1,000
(3)	A computer based learning system to supplement one-to-one tutoring and to improve students' reading, writing, mathematics and critical thinking skills	FY 99	X			FY 99 $20,000
(4)	Writing software to support writing across the curriculum to increase students' writing skills and enhance learning through the writing process	1999	X			FY 99 $ 5,000
(5)	Bridge programs to empower at-risk students	Annually - June	X			FY 99 $ 6,000
(6)	Modernize Library's physical facility and furnishings	Fall 2000			X	FY 98-00 $700,000
(7)	Enhance LRC collections through the acquisition of electronic and print resources	Annually - June	X			Unknown at present time
(8)	Create quiet study rooms in the LRC	FY 99			X	Included in 7 1 (6)
(9)	Upgrade equipment and instructional resources in the Independent Learning Lab	FY 99			X	FY 98, 99 $150,000
Priority #2	Enhance and incorporate a monitoring system to identify academically at-risk students and provide them with counseling and other support	February 1999	X X			FY 98 $ 2,500 FY 99 $ 1,000

*B Cost included in annual budget, G Grant funded, U Cost funding [illegible]

	Strategic Goal	Completion Date *	B	G	U	Estimated Cost
STRATEGIC GOAL 8:	**Increase the Quantity and Quality of Partnerships with Business and Industry, Educational Institutions and Government Agencies.** *Patti Granados*					
Priority #1	Review existing partnership activities to assess their effectiveness and mutual benefit. *Patti Granados*	Annually - June 30				-0-
Priority #2	Review and recommend whether community centers should be expanded, maintained or reduced. *Ray Lestina*	January 1999	X			Dependent on outcome
Priority #3	Expand training partnerships with business, hospitals, and other organizations. *Ray Lestina*	February 1998 - June 1999				-0-
Priority #4	Establish an Education to Careers Partnership that will facilitate coordination of a comprehensive Tech Prep instructional program. *Marguerite Boyd*	January 2000		X		$172,000 annually
Priority #5	Develop a standardized campus-wide 2 + 2 articulation procedure. *Patti Granados*	August 1998	X X			FY 98 $500 FY 99 $500
Priority #6	Maintain and enhance the Advanced Placement Program with area high schools. *Hans Kuss*	Annually - June	X X X			FY 98 $700 FY 99 $700 FY 00 $700

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*B Cost included in annual budget, G Grant funded, U Cost funding [illegible]

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Strategic Goal	Completion Date *	B	G	U	Estimated Cost
STRATEGIC GOAL 8: (continued)					
Priority #7 Expand early childhood education, child development facility, and services within the community *Cheryl Antonich*	January 2000	X	X		FY 98-00 $340,000
STRATEGIC GOAL 9: Develop New Sources of Revenue. *President Jorndt*					
Priority #1 Research and develop **new training** programs that have high revenue potential. *Vice President of Academic Affairs & Student Services*	Annually - June				-0-
Priority #2 Seek out federal grants which relate to college's strategic initiatives. *Melanie LaMonica*	Annually - June	X			$5,000 annually
STRATEGIC GOAL 10: Develop and Implement Curricular Innovation. *Vice President of Academic Affairs & Student Services*					
Priority #1 Develop additional programs and classes for non-credit students. *Ray Lestina*	February 1999- 2000				-0-
Priority #2 Develop courses for alternative delivery systems. *Ray Lestina*	September 1999	X			FY 00 Dependent on results

*B Cost included in annual budget, G Grant funded, U Cost funding [illegible]

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Strategic Goal	* Completion Date	B	G	U	Estimated Cost
STRATEGIC GOAL 10: (continued) **Priority #3** Continue to monitor the implementation of the (IAI) Illinois Articulation Initiative for its impact on curricula *Patti Granados*	Annually - June	X X			FY 98 $ 1,000 FY 99 $ 1,000

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*B Cost included in annual budget, G Grant funded, U [illegible]

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Strategic Goal	Completion Date *	B	G	U	Estimated Cost
STRATEGIC GOAL 11: Utilize Technology to Improve Access and Delivery of Information to Students, Staff and Community. *Dean of Information Systems*					
Priority #1 Explore development of Home Pages with area high schools demonstrating cooperative efforts. *Ken Czerwinski*	Annually - June				-0-
Priority #2 Promote events on campus through the Internet. *Ken Czerwinski*	January 1999				-0-
Priority #3 Enhance Internet and E-mail infrastructure for faculty/staff offices and most classrooms/labs. *Marge Stabile*	Annually - June	X	X		FY 98 $178,000
		X			FY 99 $ 60,000
		X			FY 00 $ 90,000
Priority #4 Maintain up to date operating systems for PC's. *Marge Stabile*	Annually - June	X			$50,000 annually
Priority #5 Continue re-engineering and implementation of administrative software system. *Dean of Information Systems*	Annually - June	X			FY 98 $475,000
		X			FY 99 $475,000
				X	FY 99 $ 25,000+
		X			FY 00 $475,000
				X	FY 00 $ 50,000+

*B Cost included in annual budget, G Grant funded, U Cost funding [illegible]

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Strategic Goal	Completion Date *	B	G	U	Estimated Cost
STRATEGIC GOAL 11: (continued)					
Priority #6 Develop and implement Internet and Intranet services. *Marge Stabile*	Annually, June			X	Cost not determined at this time
Priority #7 Develop and support process for Web home pages. *Ken Czerwinski*	September 1997				-0-
Priority #8 Enhance Student Services information systems for monitoring student progress. *Kari Dueball*	Plan continues beyond FY 00	X			FY 98-00 $52,000
STRATEGIC GOAL 12: Improve and Enhance Campus Facilities. *Roy McCampbell*					
Priority #1 Develop a schedule for the implementation of facility maintenance and upgrades. *Roy McCampbell*	Unavailable at time of printing				
Priority #2 Maintain a maintenance schedule for buildings and grounds. *Roy McCampbell*	"				
Priority #3 Develop a plan for the renovation of facilities. *Roy McCampbell*	"				

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*B Cost included in annual budget; G Grant funded; U Cost funding source unknown

Strategic Goal		Completion Date *	B	G	U	Estimated Cost
STRATEGIC GOAL 13:	**Update the Information Technology Plan that Defines the Long Term Information Technology Needs of the Institution.** *Dean of Information Systems*					
Priority #1	Set target dates for IT planning process that integrate with Strategic Planning & Budget Process *Dean of Information Systems*	November 1998				-0-
Priority #2	Consult advisory committees for IT direction *Dean of Information Systems*	January 1998				-0-

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*B Cost included in annual budget, G Grant funded, U Cost funding source [illegible]

WAUBONSEE COMMUNITY COLLEGE

The following goals and strategic directions have been adopted by the WCC Board of Trustees for FY 1998:

Institutional Goals for FY 1998

1. Continue institutional efforts to enhance diversity and multiculturalism in recruitment and retention of students, faculty, and staff, as well as building relationships with minority community leaders and organizations.

2. Continue to integrate technology into college programs and services with an emphasis on the blending of voice, video, and data technologies.

3. Institute a district-wide programming and scheduling model for coordinated credit and non-credit offerings which addresses location, student access, cost, alternative delivery systems, instructional time frames, and certificate and degree completion.

4. Evaluate counseling, advising, and financial aid services with the objective of increasing retention and promoting student success.

5. Continue to implement a program and services review model which utilizes benchmarks for fiscal effectiveness.

6. Develop and implement enhanced systems of assessing student learning with the goal of improving the quality of teaching and learning.

7. Continue to develop a comprehensive institutional advancement plan.

8. Implement a technology and learning center within the college for faculty and staff to foster a participatory student learning environment.

9. Complete all phases of the college-wide administrative reorganization to fully implement enhanced programs and services for students and college district residents.

10. Improve communication systems for more effective interaction between and among employees.

Strategic Directions for the Next Decade

1. The college will evaluate, develop, and enhance the management of human resources to meet the needs of the next decade.

2. The college will determine new workforce initiatives for implementation while maintaining and enhancing current economic development services.

3. The college will provide facilities to meet the changing needs of the educational programs.

4. The college will maintain financial stability through effective development and management of the college's resources.

5. The college will continue to support the institutional belief that students are the most important purpose of Waubonsee Community College.

6. The college will research and evaluate opportunities to increase accessibility of services and programs

to district residents, and implement appropriate strategies that respond to those opportunities. Partnership and cooperative ventures with community agencies and private businesses will continue to be explored in delivering expanded services.

7. The college will ensure accountability in the areas of student achievement and overall institutional effectiveness through institutional research.

8. The college will identify, research,, and implement appropriate new technologies to improve educational programs and administrative processes.

9. The college will continue to revise the curriculum and develop new programs to meet the changing training and educational needs of the college district.

10. The college will implement a comprehensive communications, public relations and marketing program to inform district constituents and the public of the college's values, programs, services and events.

11. The college will strengthen its many connections to citizens, corporate, philanthropic, non-profit and government entities for the purpose of maximizing resources.

Campus Development

Monitor completion of construction of Science and Technology Building.
Implement plans to open the Science and Technology Building.
Seek external funding to complete construction of core campus.

Enrollment Enhancement

Design and conduct a retention study.
Develop an effective recruitment program for high school seniors.
Expand educational services beyond the primary campus in Quincy.
Coordinate enrollment efforts with marketing plan.

Administration/Coordination

Restructure the administration of the college for efficiency and accountability.
Improve communications between service areas of the college.
Clarify responsibilities for delivery of instructional programs.
Support the high priorities of the college with sufficient human resources and budget.
Conduct and implement a comprehensive classification assessment of all functions and reclassify as appropriate.
Establish several Task Forces to develop plans and strategies for implementation of college goals.

Instruction

Create a learner centered college.
Examine and develop curricula to be offered over the Internet.
Coordinate the delivery of credit instruction through Instructional Services.
Integrate the use of technology in the delivery of all instruction.
Establish community partnerships for implementing Education to Careers initiative.

Marketing

Develop and implement a comprehensive marketing plan.
Publish a View Book.
Develop program brochures for all disciplines and programs.
Promote the image of quality at the college to the greater community.
Communicate the success stories of the college's staff and students to the greater community.

Technology

Equip Science and Technology Building with structured cabling and sufficient and appropriate computer applications.
Upgrade Computer Services with new mainframe and mini computer system.
Continue to implement Banner software system throughout the college.
Provide the faculty with personal computers compatible with the Internet and the college-wide network.
Upgrade personal computer system for all student labs.
Pursue grants, external funding and reallocation of resources to accomplish technology priorities.